

JAMSETJI TATA

They said Jamsetji Nusserwanji Tata turned mud into gold. Or was it skillful management, clear thinking and honesty that did the trick? He had an uncanny knack for recognising a good business opportunity and a selfless will to improve the lot of his countrymen. Thus a little known Zoroastrian family became the foremost business house in India's industrial history.

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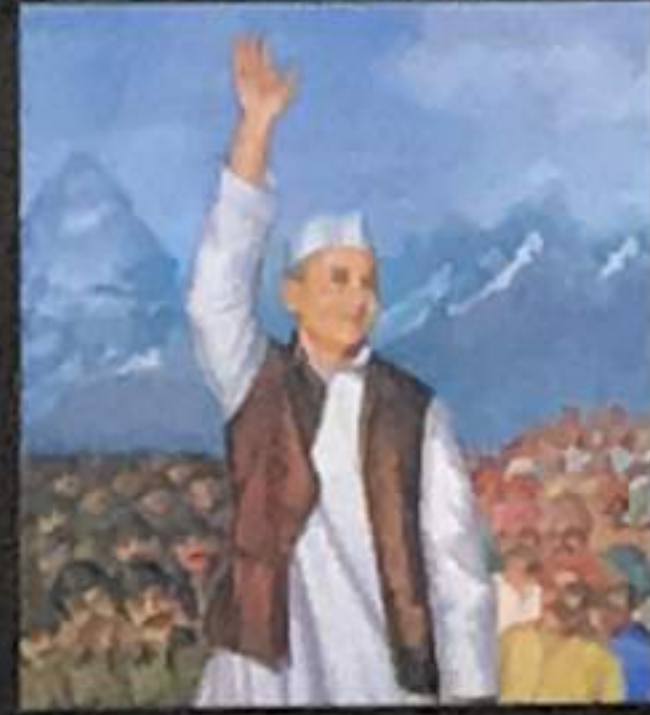
J.R.D. TATA



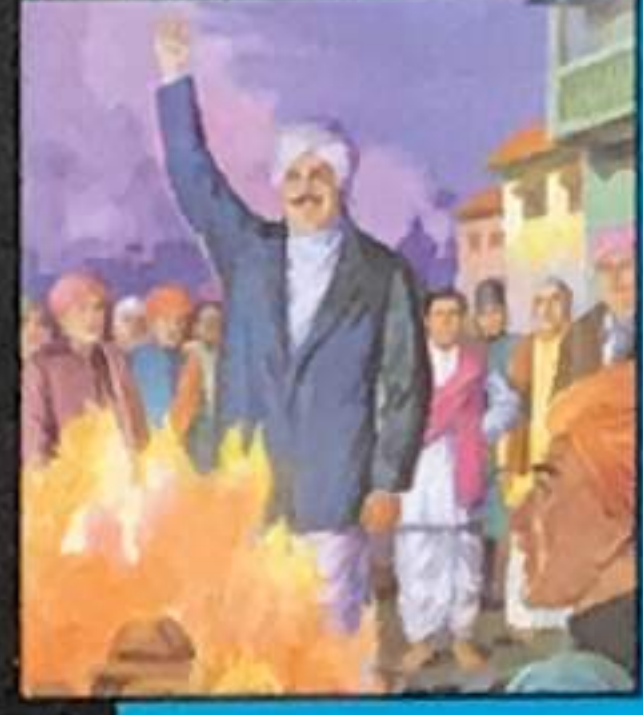
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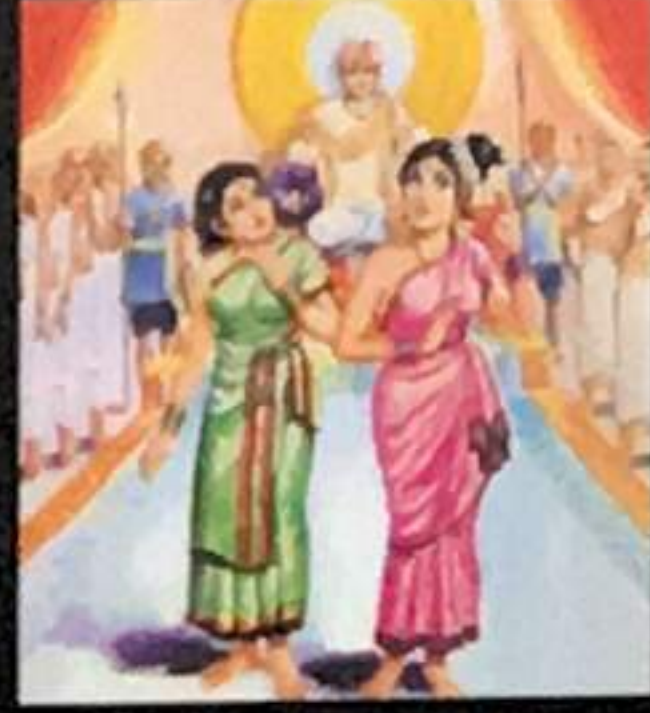
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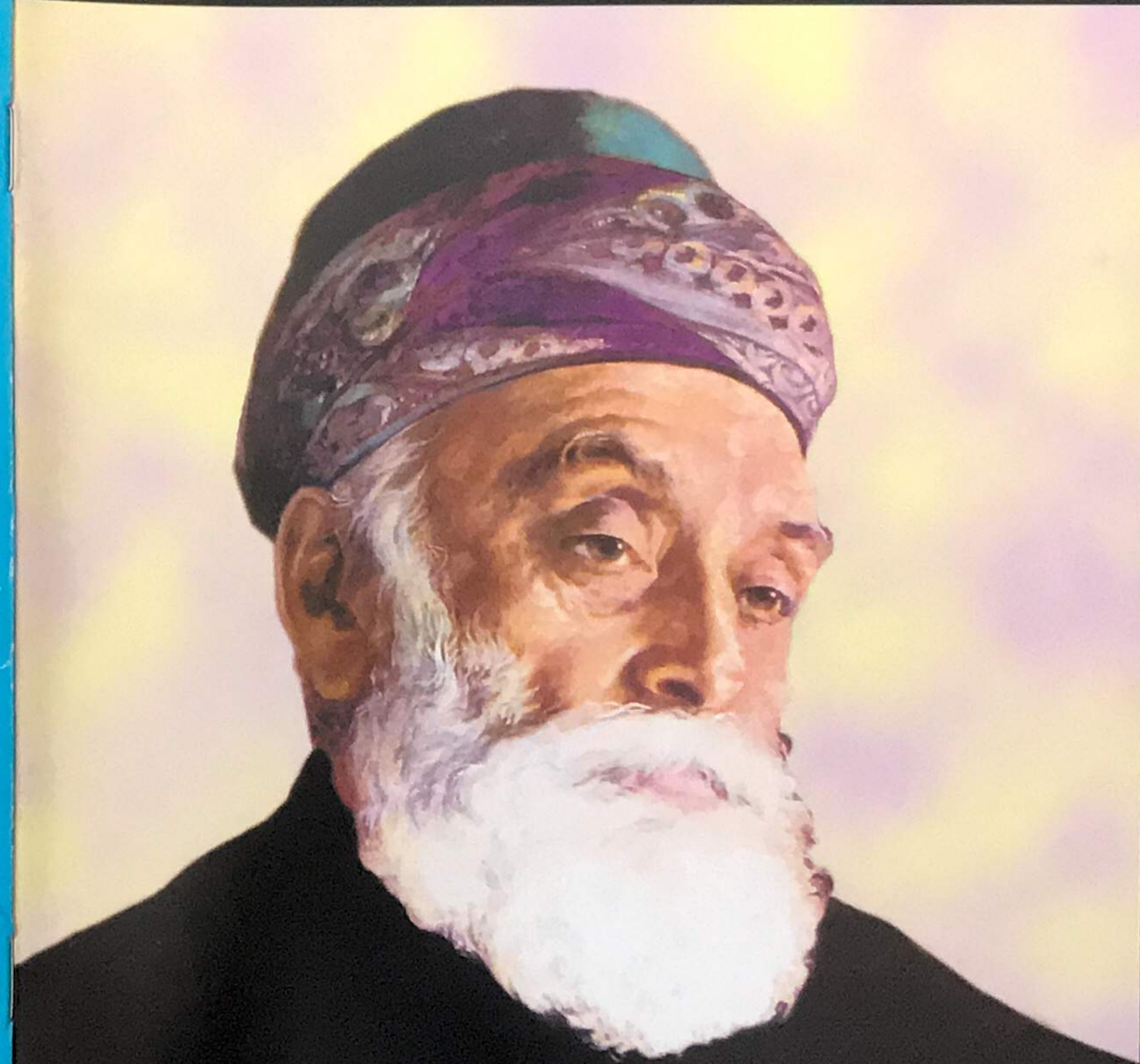
VISIONARIES



JAMSETJI TATA

THE MAN WHO SAW TOMORROW

Vol 737 | ₹50



ISBN 81-89999-98-2



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THE MAN WHO SAW TOMORROW

JAMSETJI TATA



HUMATA, HUKHTA, HVARSHTA*

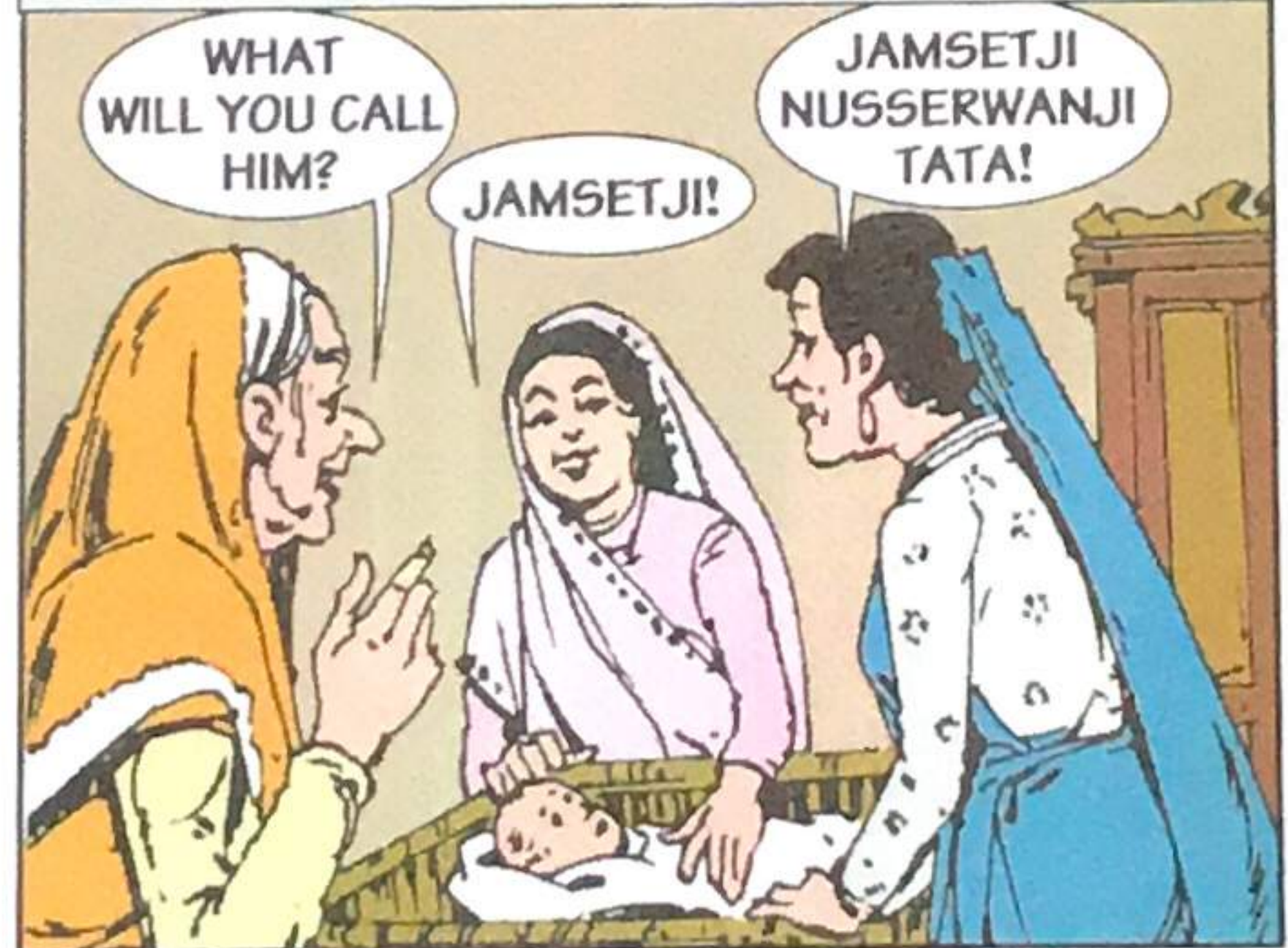
YEAR, 1839. DATE, 3RD MARCH. THE MAIN STREET OF THE TRANQUIL TOWN OF NAVSARI IN GUJARAT RANG OUT WITH GREETINGS...



A SON WAS BORN TO A TEENAGE PARSEE COUPLE, NUSSERWANJI AND JIVANBAI TATA.

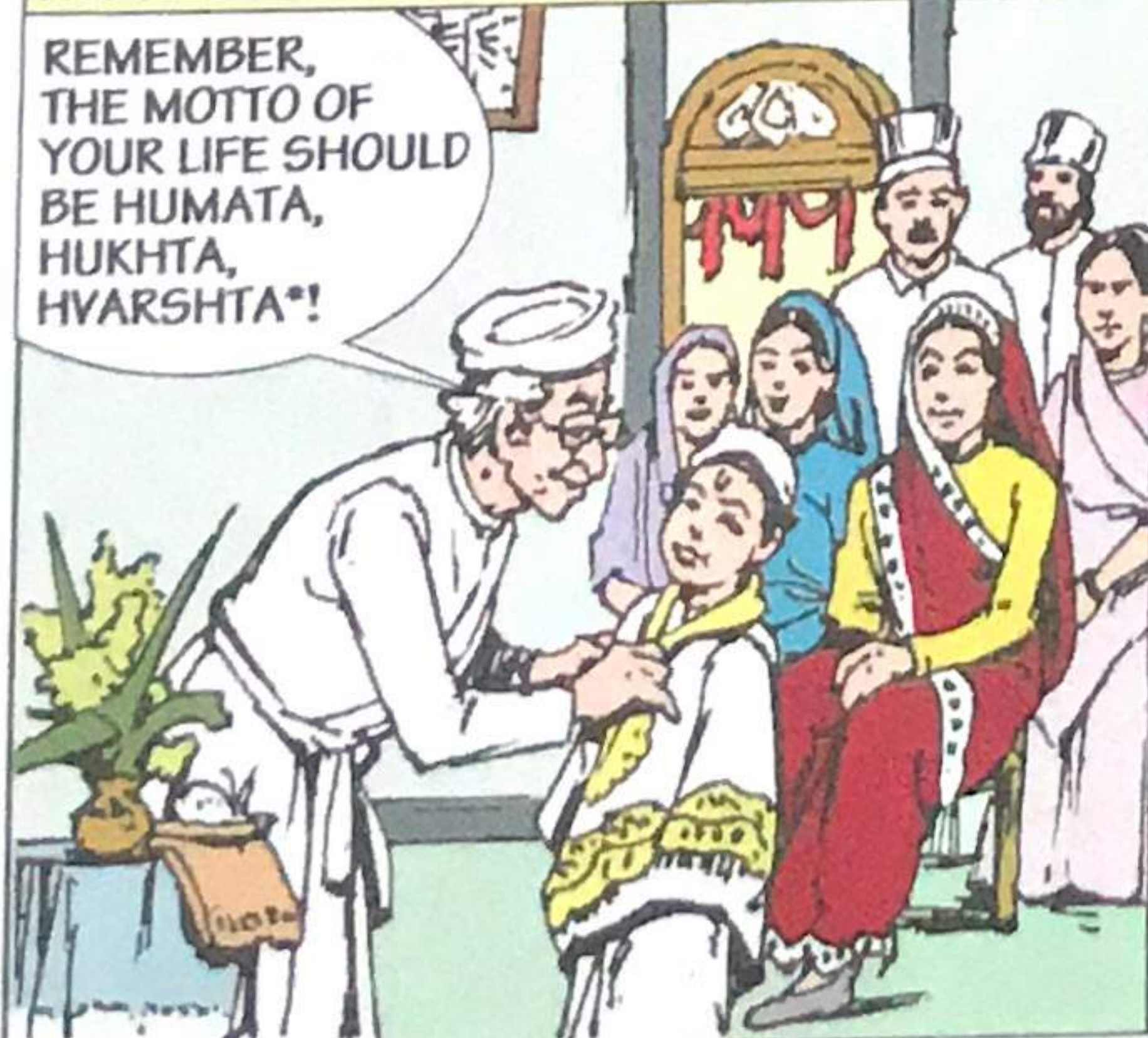


WHO COULD HAVE IMAGINED THAT ONE DAY THIS TINY TOT, BORN IN A FAMILY OF MODEST MEANS, WILL LAY THE FOUNDATION OF MODERN INDIAN INDUSTRY.



YOUNG JAMSETJI WAS INITIATED AS A NOVITIATE IN ZOROASTRIAN RELIGION. THE TATAS WERE A PRIESTLY FAMILY CONTENTED WITH THEIR SIMPLE, MODEST LIFE.

REMEMBER, THE MOTTO OF YOUR LIFE SHOULD BE HUMATA, HUKHTA, HVARSHTA*!



JAMSETJI'S FATHER, NUSSERWANJI, WAS AN AMBITIOUS YOUNG MAN. WHEN NUSSERWANJI MOVED TO MUMBAI WITH HIS FATHER, HE LOST NO TIME IN LEARNING THE BASICS OF TRADING ACTIVITY.

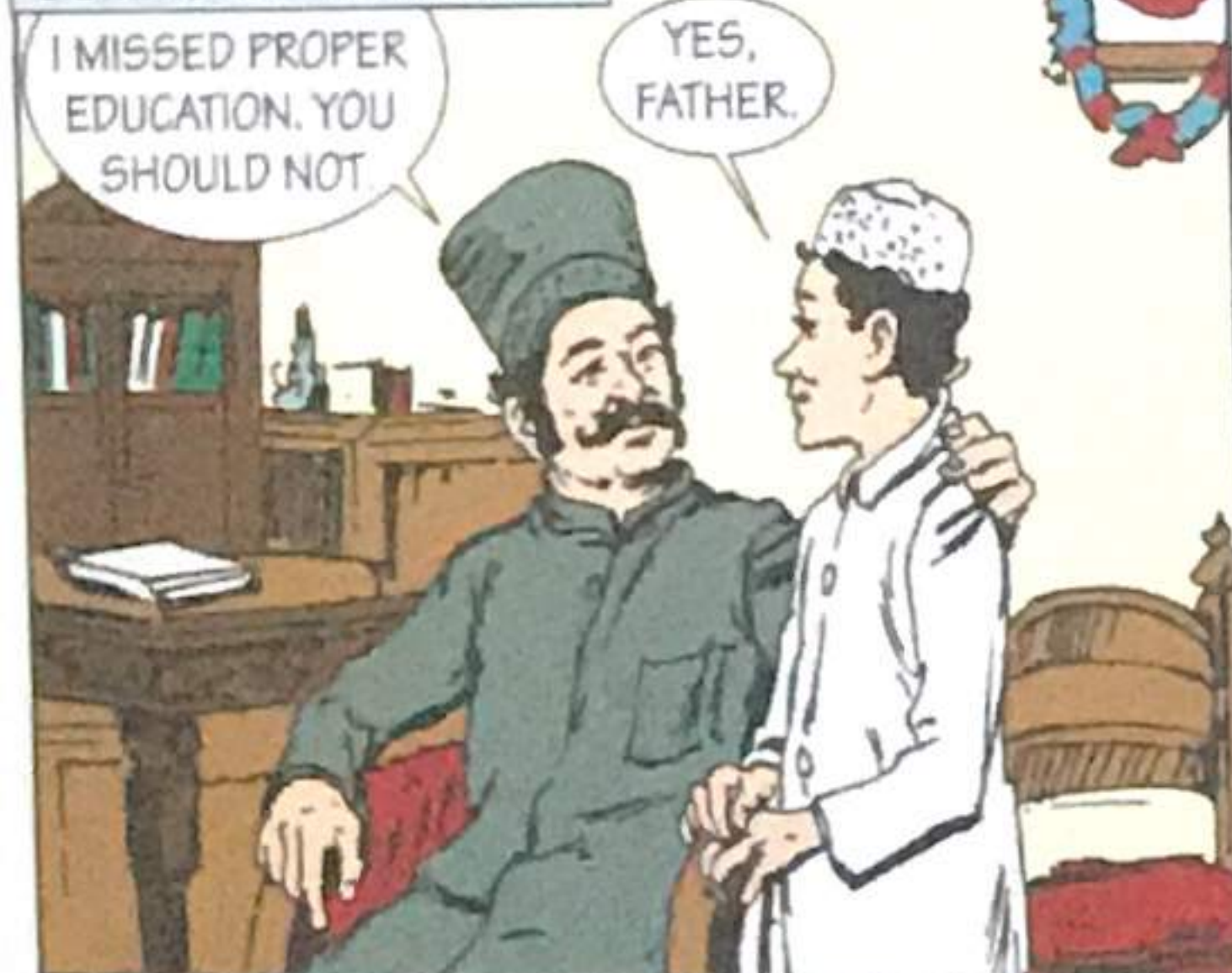


* GOOD THOUGHTS, GOOD WORDS, GOOD DEEDS.

NUSSERWANJI SAVED MONEY AND SOON STARTED HIS OWN BUSINESS.



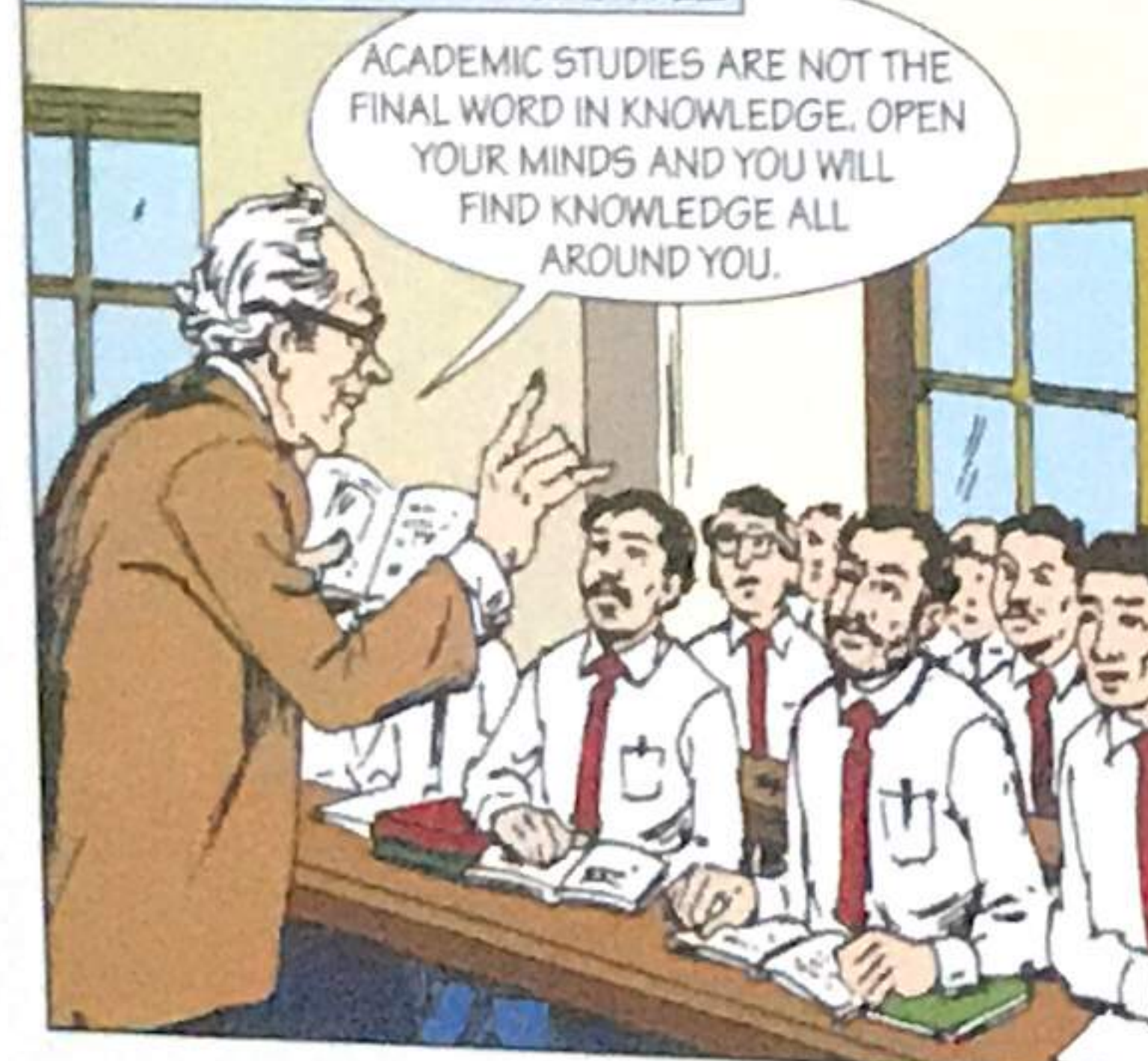
BY THE TIME JAMSETJI WAS 13, NUSSERWANJI'S BUSINESS WAS FLOURISHING. SO, JAMSETJI WAS SUMMONED TO MUMBAI.



NUSSERWANJI APPOINTED A PRIVATE TUTOR FOR HIS SON.



IN 1853, AT 14, JAMSETJI WAS ADMITTED TO THE ELPHINSTONE INSTITUTE IN MUMBAI. AS HE WAS A PROMISING STUDENT, THE INSTITUTE WAIVED HIS TUITION FEE.



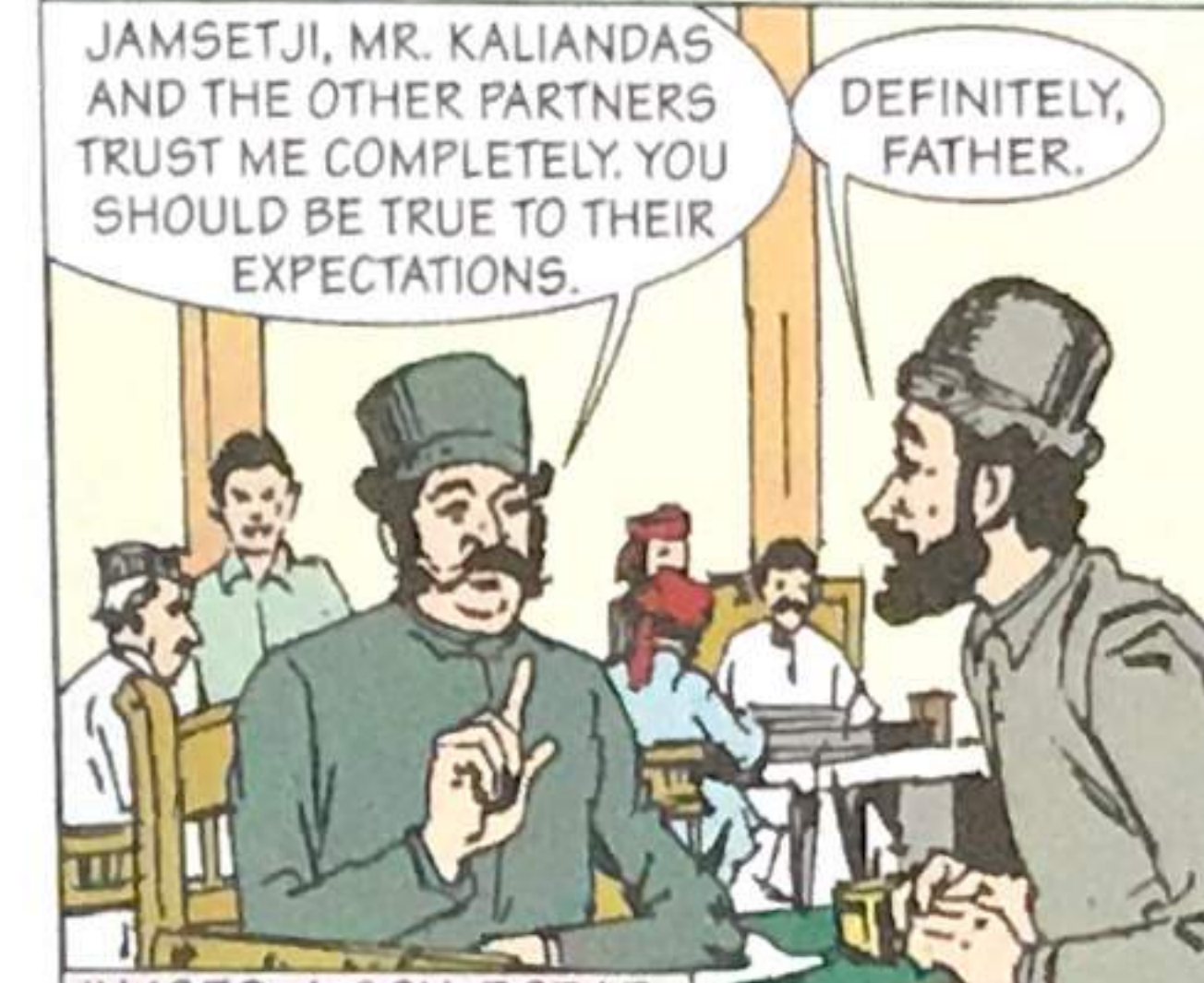
JAMSETJI MARRIED HEERABAI DABOO IN 1857. IN 1858, AT 19, JAMSETJI GRADUATED AS A GREEN SCHOLAR* FROM ELPHINSTONE.



* EQUIVALENT TO PRESENT DAY GRADUATION.

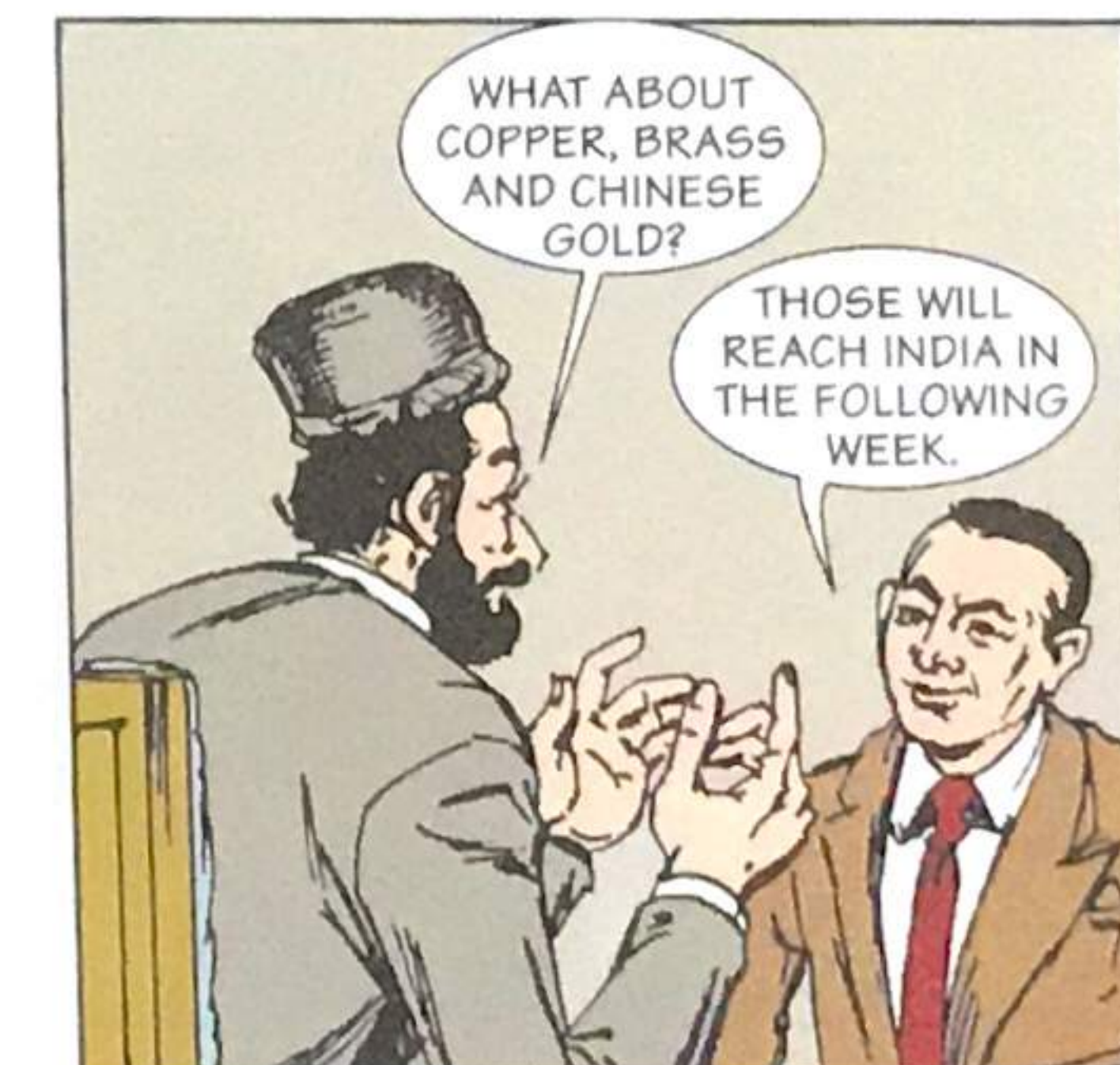
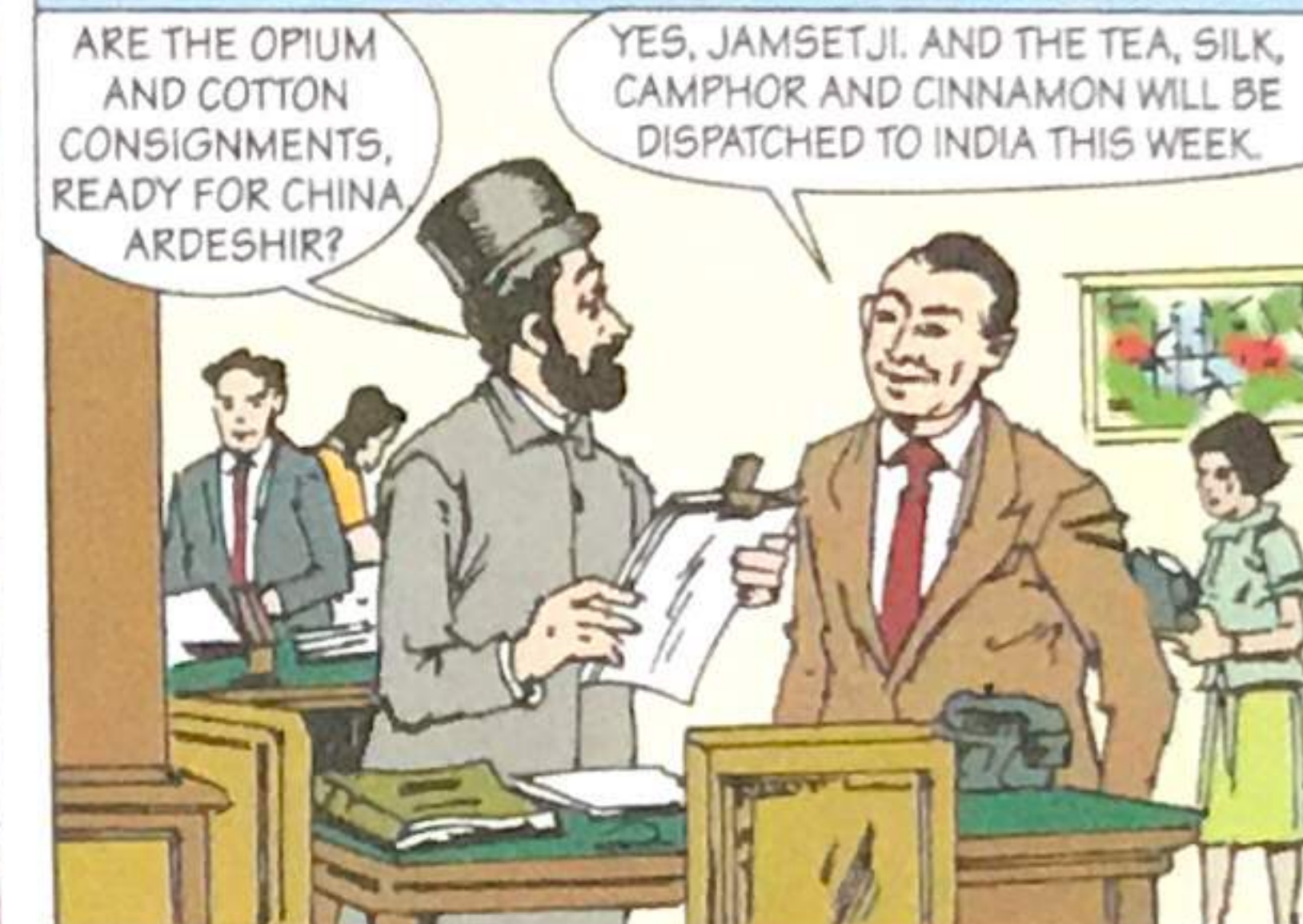
JAMSETJI TATA

AFTER COMPLETING HIS EDUCATION, JAMSETJI JOINED HIS FATHER'S FIRM, NUSSERWANJI & KALIANDAS. HIS FATHER WAS A THOROUGH TEACHER.



IN 1859, A SON, DORAB, WAS BORN TO JAMSETJI AND HEERABAI.

JAMSETJI GAINED VALUABLE EXPERIENCE IN THE COMMODITIES MARKET. BY DECEMBER 1859, HE OPENED A NEW BRANCH CALLED JAMSETJI & ARDESHIR IN HONGKONG.



WITH THE BOOM CAME A FLOOD OF MONEY. THEIR FIRM'S SENIOR PARTNER, KALIANDAS, INVESTED HEAVILY IN SPECULATIVE BUSINESS.

SPECULATION IS BEAUTIFUL. YOU INVEST IN CREDIT AND EARN IN CASH.

WE SHOULD BE A LITTLE CAUTIOUS, KALIANDAS.

NO WAR CAN LAST FOREVER. JAMSETJI SAW ITS END IN THE NEAR FUTURE.

FATHER IS RIGHT, KALIAN UNCLE. SPECULATION IS A DOUBLE-EDGED SWORD.

YOU ARE SHARP, JAMSETJI. BUT YOU LACK MY EXPERIENCE. LET'S MAKE HAY WHILE THE SUN SHINES.

IN 1864, THE WAR ENDED IN AMERICA AND THE BOOM TURNED INTO A CRASH. AMERICAN COTTON SUPPLIES HAVE RESUMED.

INDIAN COTTON'S DEMAND HAS TUMBLED.

OUR COMPANY IS RUINED!

THE COMPANY IS, I AM NOT!

HOW?

NUSSERWANJI KNEW HOW! HE SOLD HIS THREE-STOREY PALATIAL HOUSE AND OTHER ASSETS, AND MOVED TO MODEST RENTED PREMISES.

BY SELLING HIS PROPERTY NUSSERWANJI PAID OFF HIS CREDITORS.

HERE IS YOUR MONEY, SETHJI.

I MUST SAY YOU ARE A MAN OF YOUR WORD, NUSSERWANJI!

NUSSERWANJI LOST HIS PROPERTY, BUT NOT HIS CREDIBILITY.

REMEMBER, JAMSETJI, CREDIBILITY IS THE BEST FOUNDATION OF BUSINESS.

EVERYTHING IS NOT LOST, IF YOU DON'T LOSE YOUR CREDIBILITY.

HUMATA, HUKHTA, HVARSHTA!

NUSSERWANJI'S CREDIBILITY HELPED HIM REGAIN HIS FOOTHOLD IN BUSINESS. THEN, IN 1867, HIS LUCK TURNED AGAIN.

KING THEODORE OF ABYSSINIA HAS ARRESTED THE BRITISH CONSUL.

KING THEODORE IS KNOWN TO BE RASH.

THE BRITISH ARE MOUNTING AN ATTACK ON HIM.

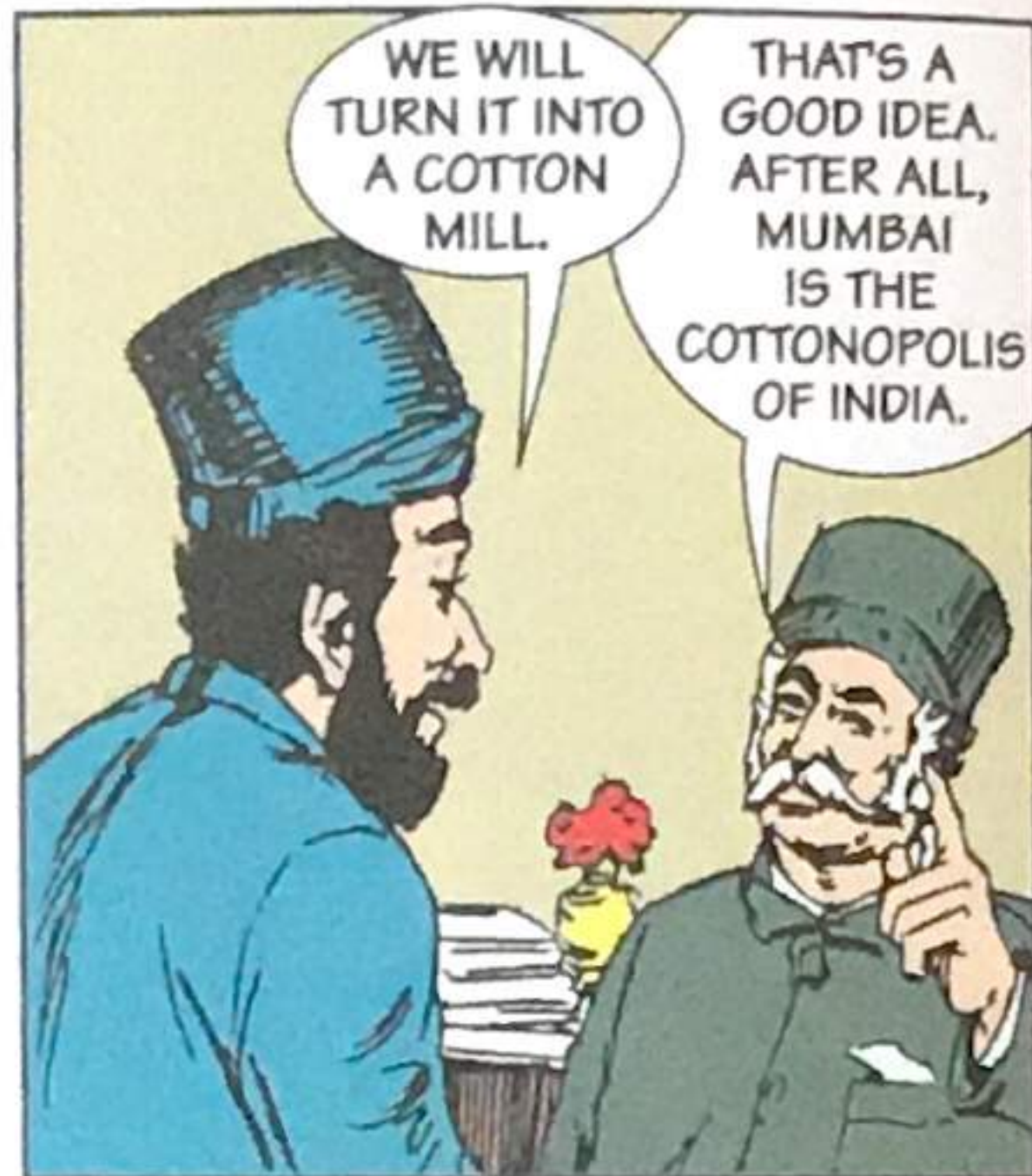
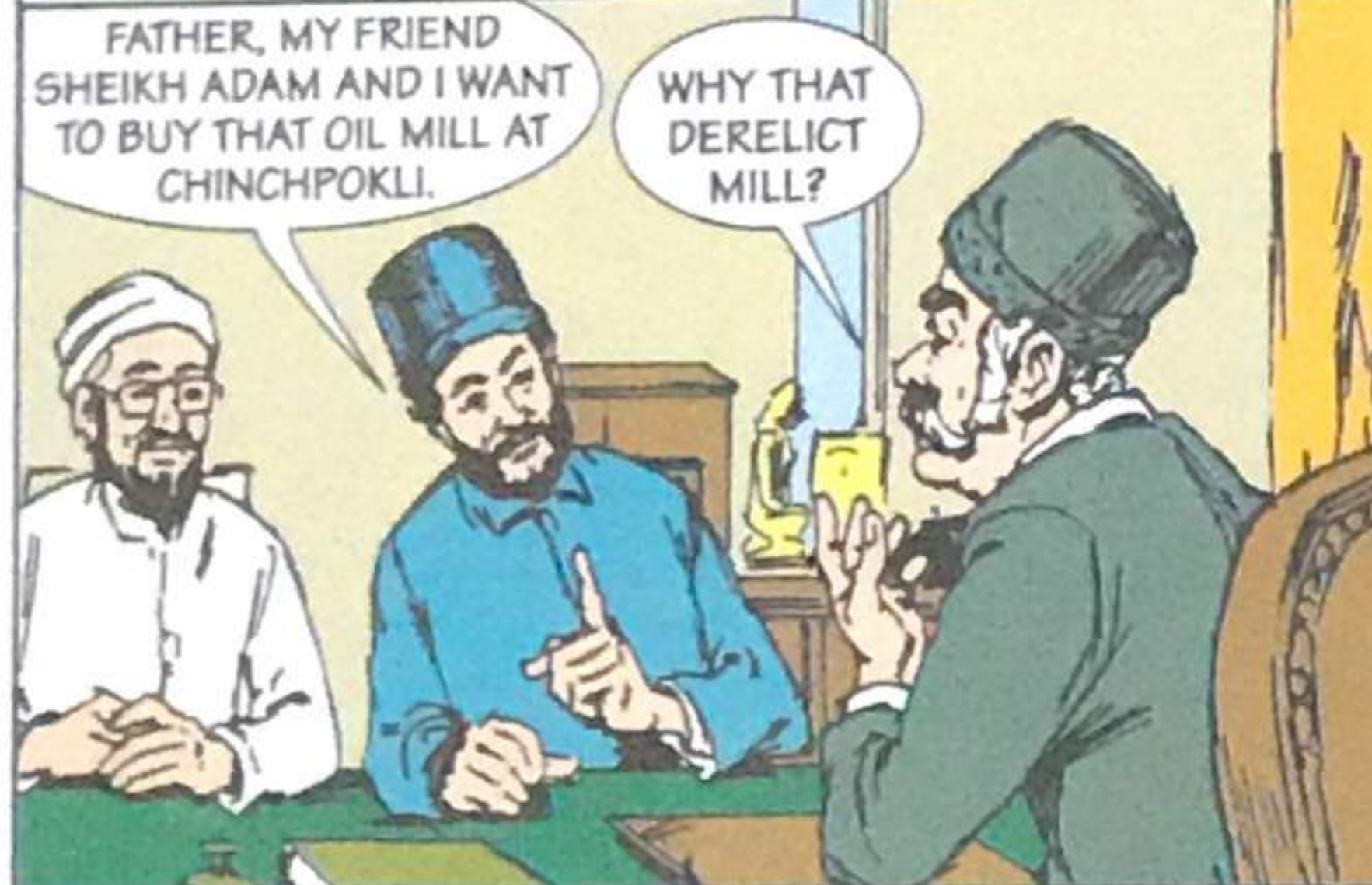
THE BRITISH ARMY WILL NEED URGENT SUPPLIES.

NUSSERWANJI TATA WAS WELL EXPERIENCED IN HANDLING LARGE QUANTITIES OF SUPPLIES AT SHORT NOTICE. GENERAL NAPIER IS GOING TO LEAD THE ATTACK ON ABYSSINIA. HE NEEDS FOOD, WINE, WATER-CASKS AND SUPPLIES FOR 16,000 SOLDIERS.

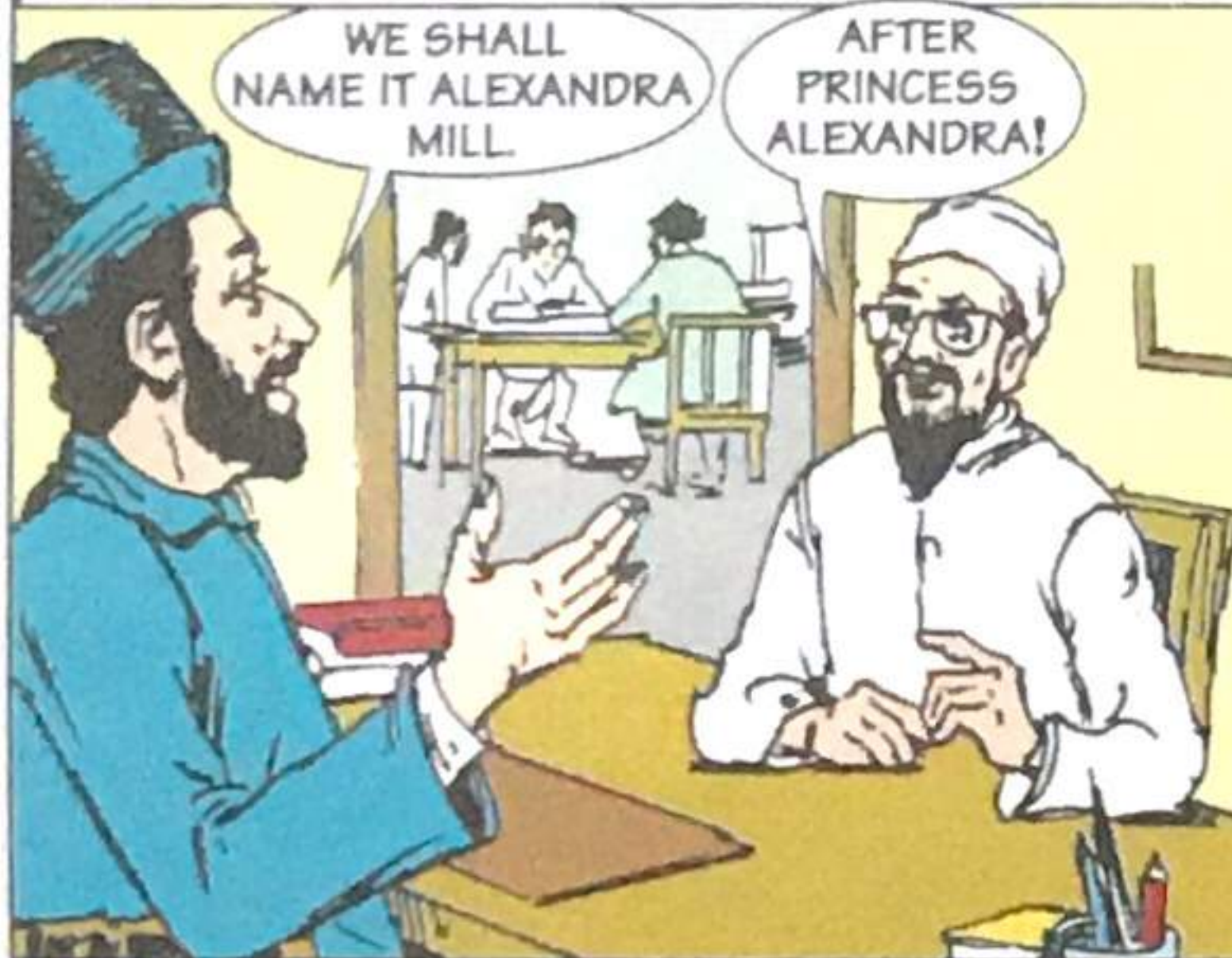
FOR ONE FULL YEAR!

IT WAS A BIG CONTRACT. THE TATAS GOT A FAIR SHARE IN IT.

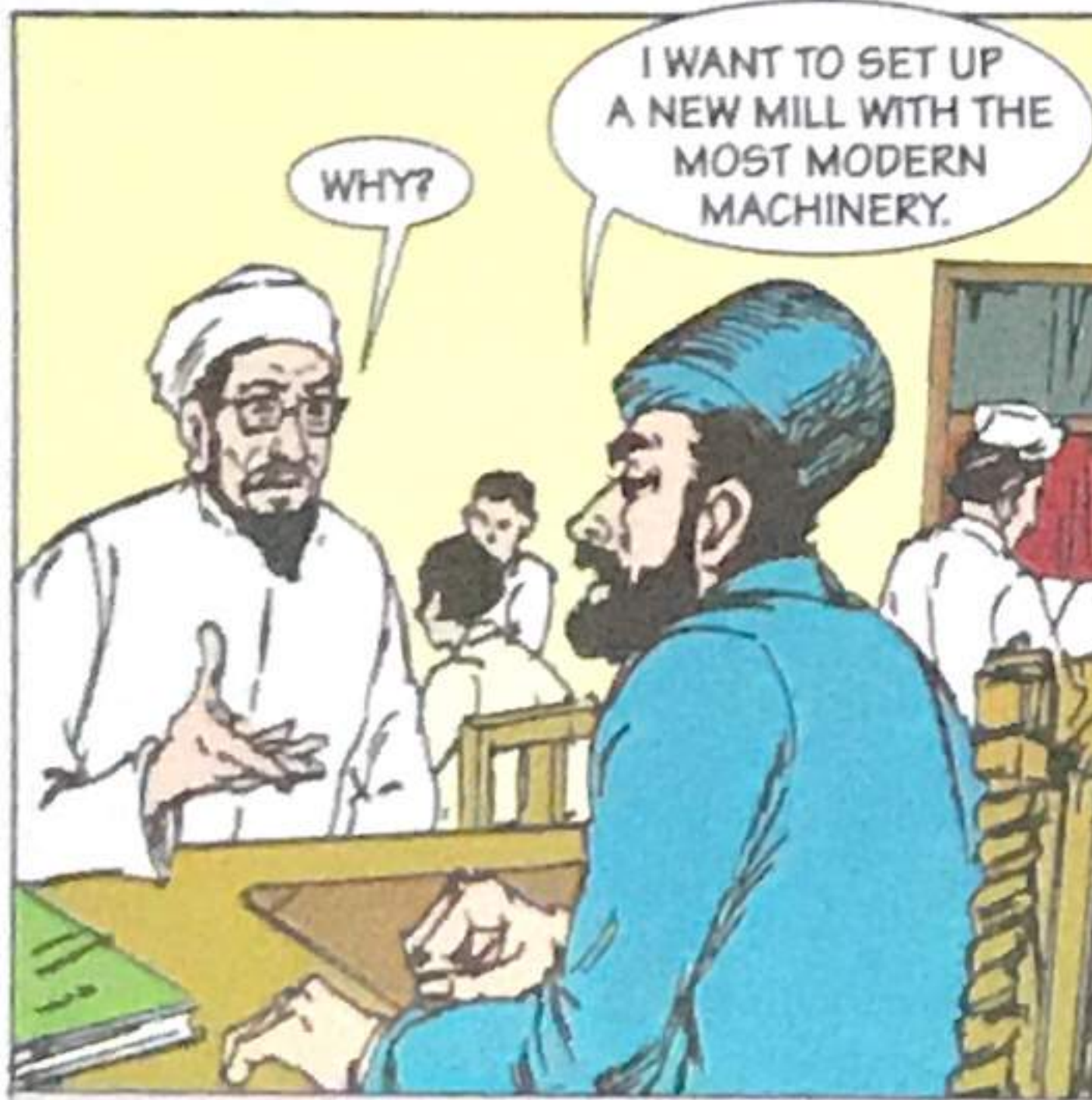
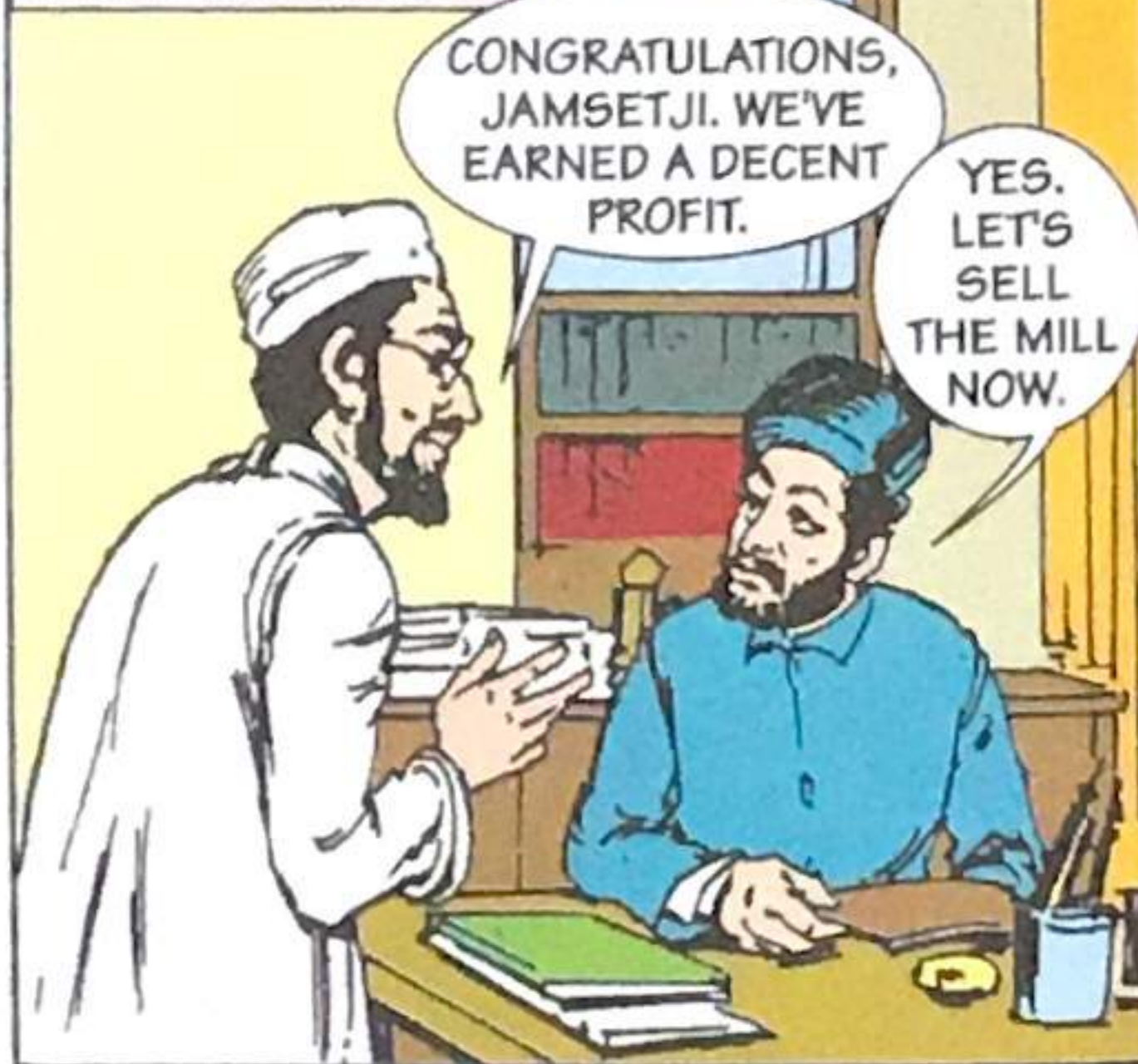
THE TATAS EARNED A SUBSTANTIAL PROFIT FROM THE WAR CONTRACT. JAMSETJI NOW PLANNED TO START A NEW VENTURE.



IN 1869, JAMSETJI PURCHASED THE MILL AND CONVERTED THE DISUSED OIL MILL INTO A TEXTILE MILL.

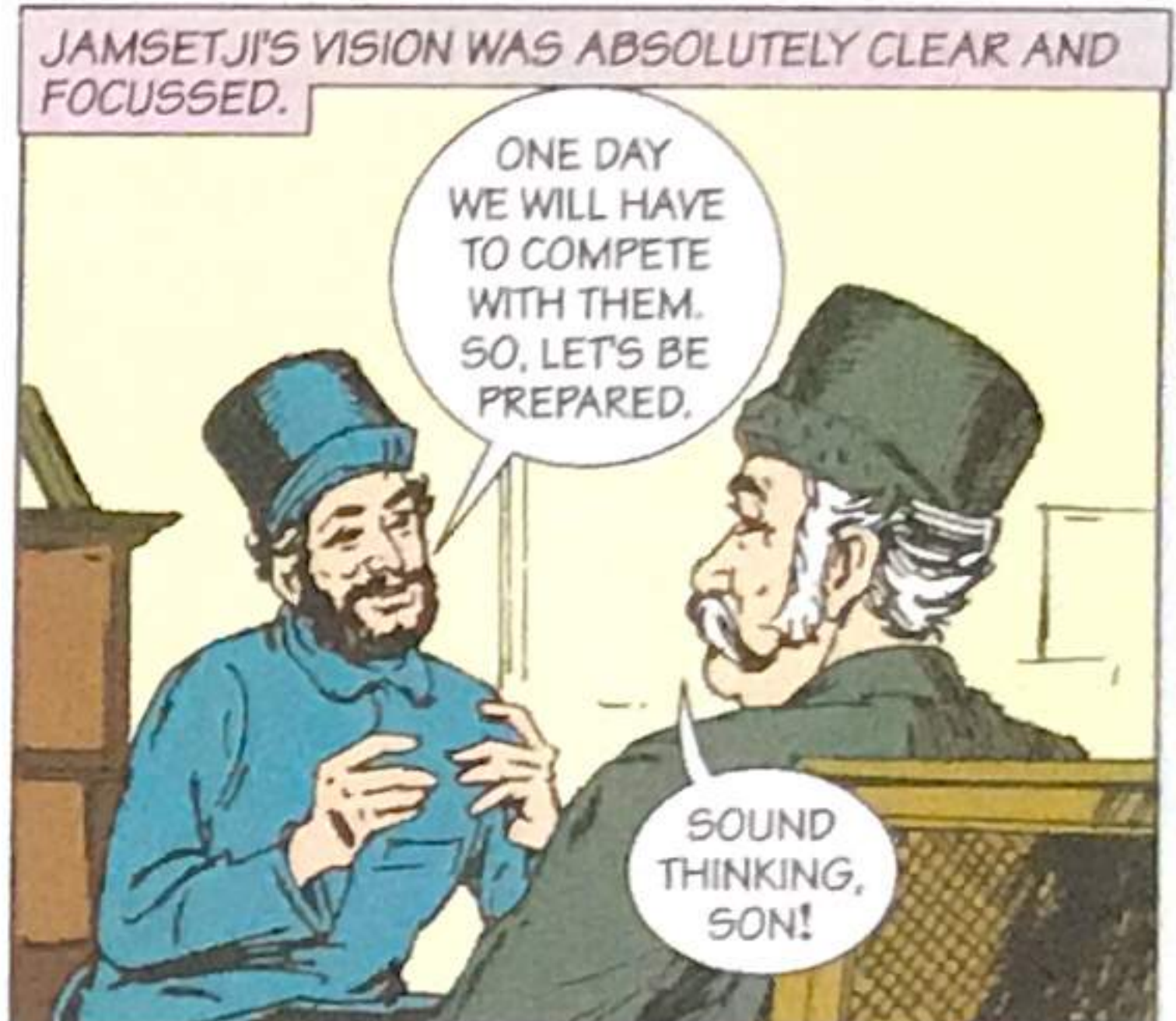


WITHIN TWO YEARS -

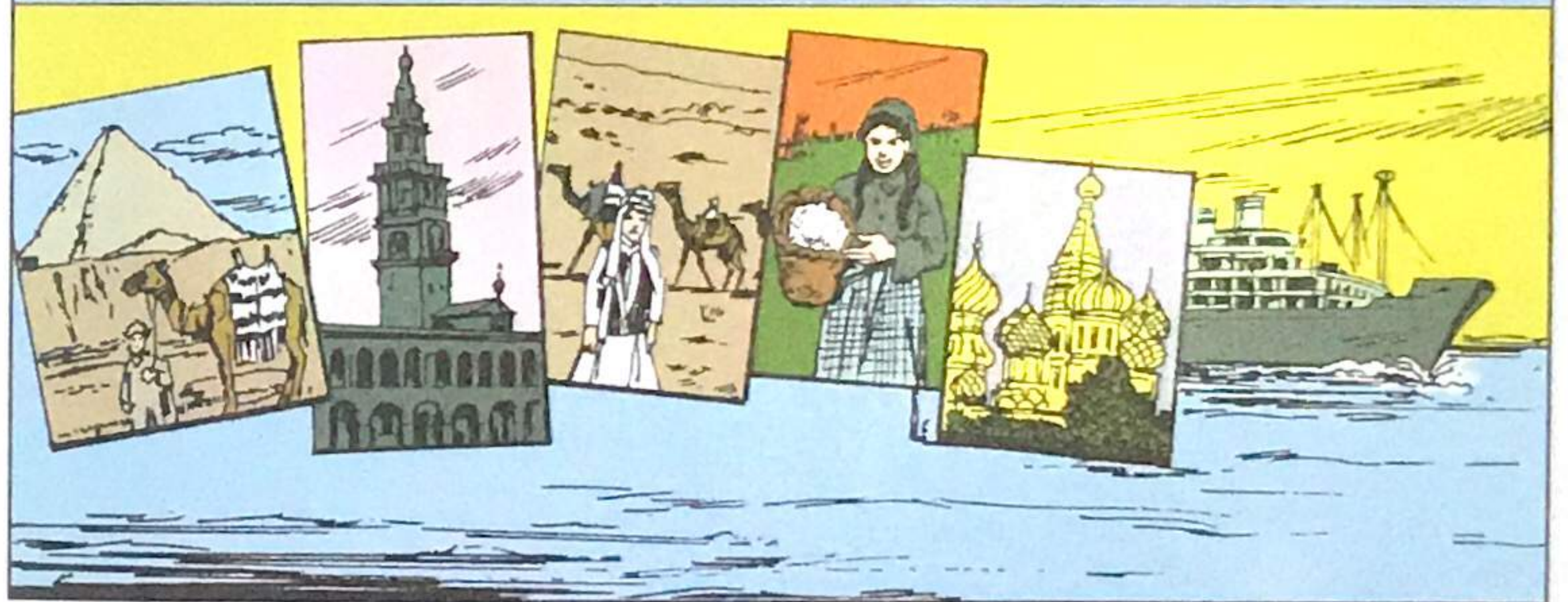


JAMSETJI'S SECOND SON, RATAN TATA, WAS BORN DURING THE COURSE OF THIS YEAR, 1871.

THE SELLING OF THE ALEXANDRA MILL WAS HIS FIRST STEP TOWARDS FUTURE STRATEGY. JAMSETJI WAS NOT INTERESTED IN ORDINARY VENTURES.



ON APRIL 26, 1873, JAMSETJI SET SAIL TO ENGLAND. HE TOOK A LONG ROUTE TO WIDEN HIS MENTAL HORIZON. THE ROUTE HE SELECTED TOOK HIM THROUGH EGYPT, SYRIA, PALESTINE, TURKEY AND RUSSIA.



IN ENGLAND, JAMSETJI'S HOSTESS THOUGHT HIS HABITS WERE STRANGE.



HE RETURNED TO MUMBAI IN 1874. AFTER A THOROUGH PREPARATION OF SIX YEARS, JAMSETJI TOOK HIS NEXT STEP.

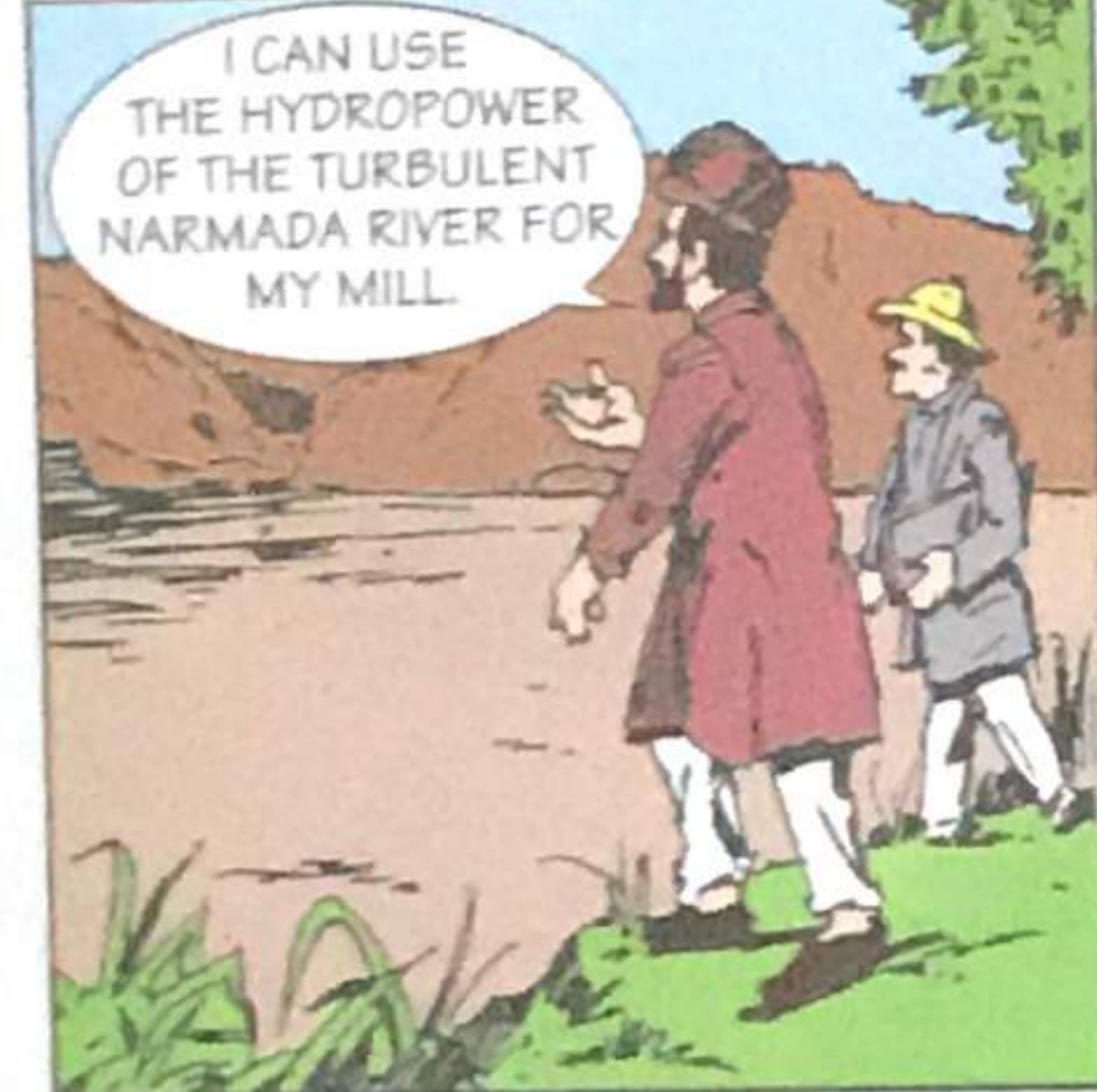


I WANT TO BUILD A MILL CLOSE TO A RAW MATERIAL PRODUCING AREA.

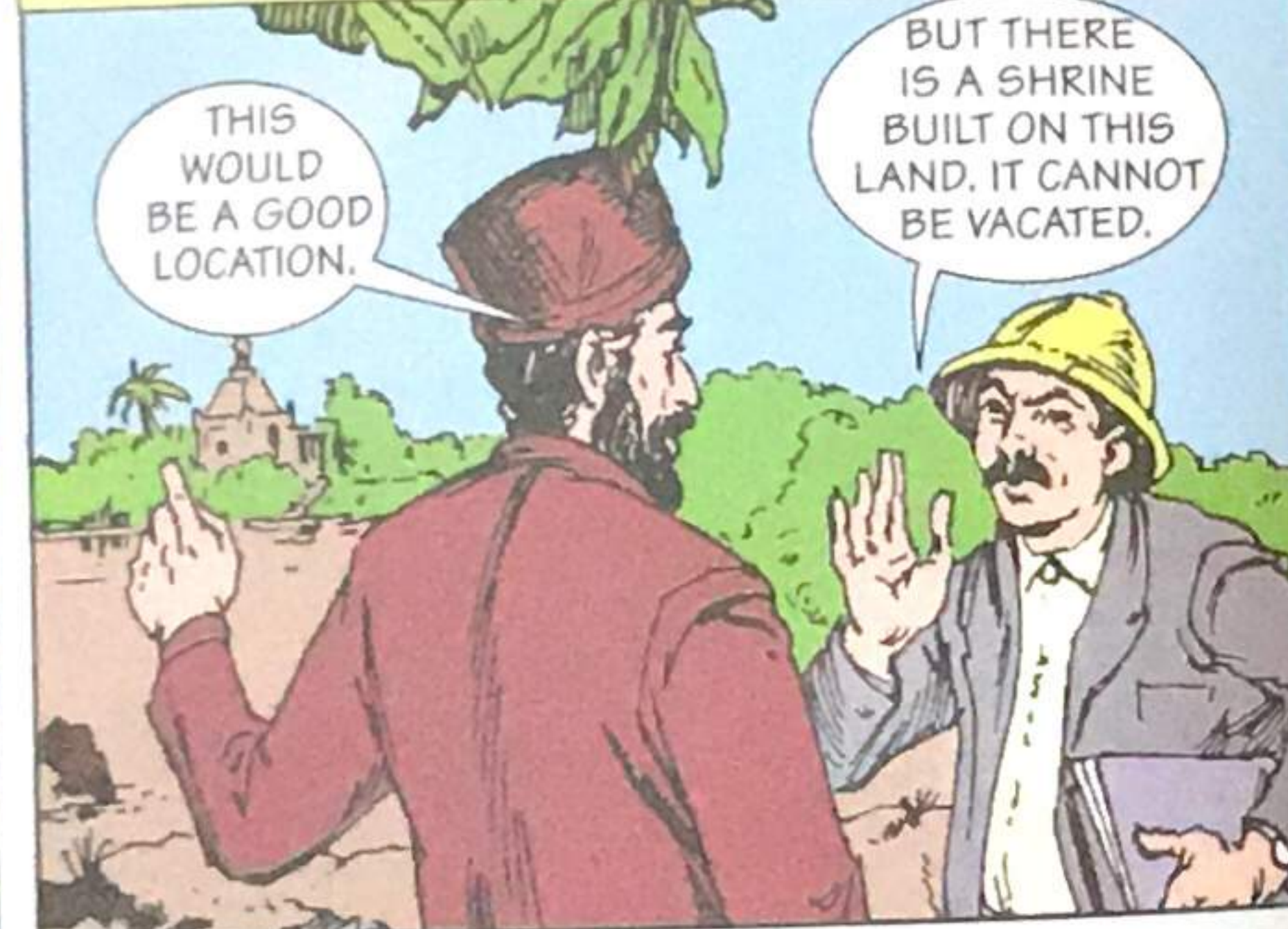
AND NOT IN MUMBAI... GOOD IDEA! THE COSTS IN AN UNDERDEVELOPED DISTRICT WILL BE LOW.



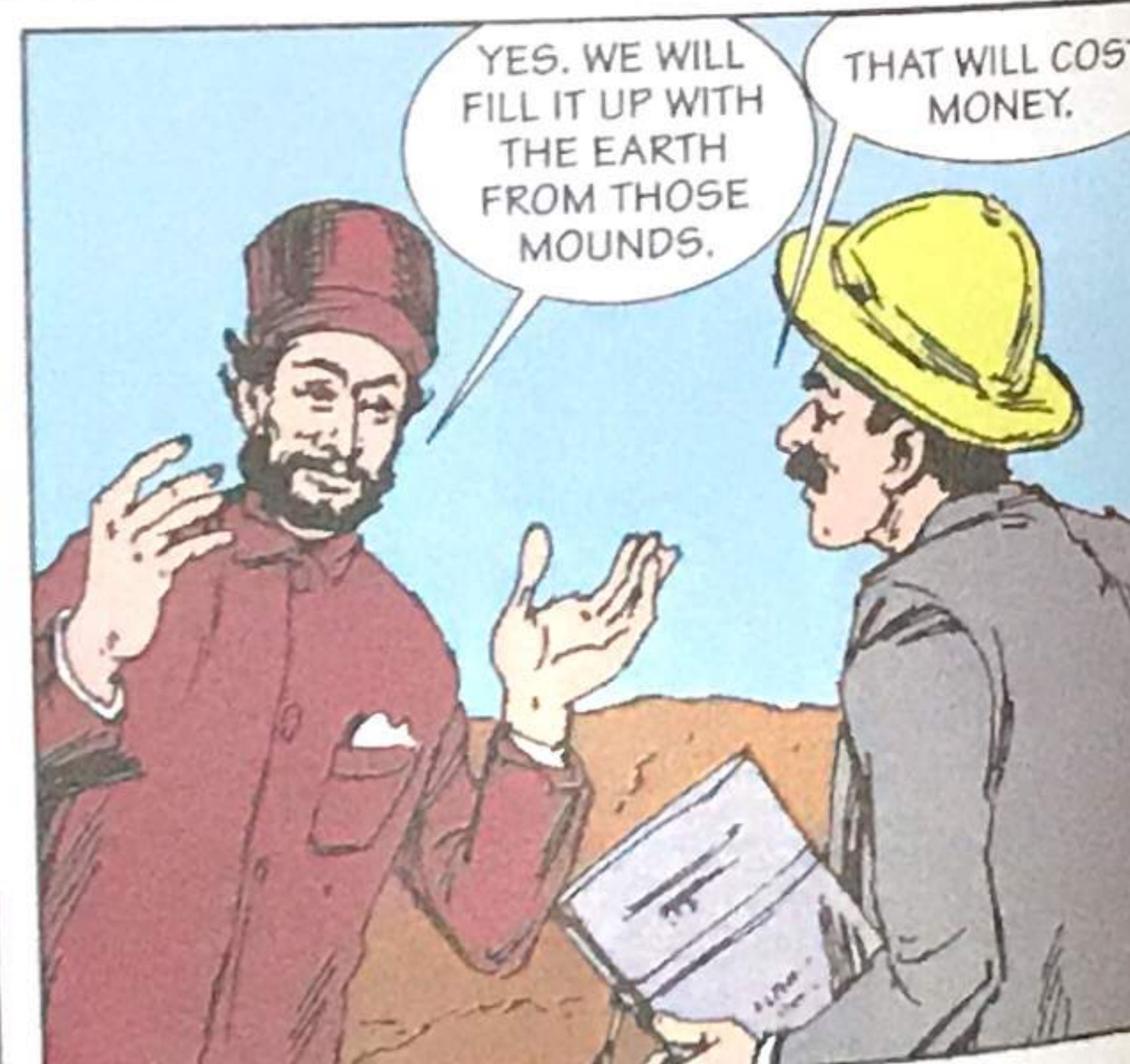
FOR HIS NEW MILL, JAMSETJI'S FIRST CHOICE WAS JABALPUR.



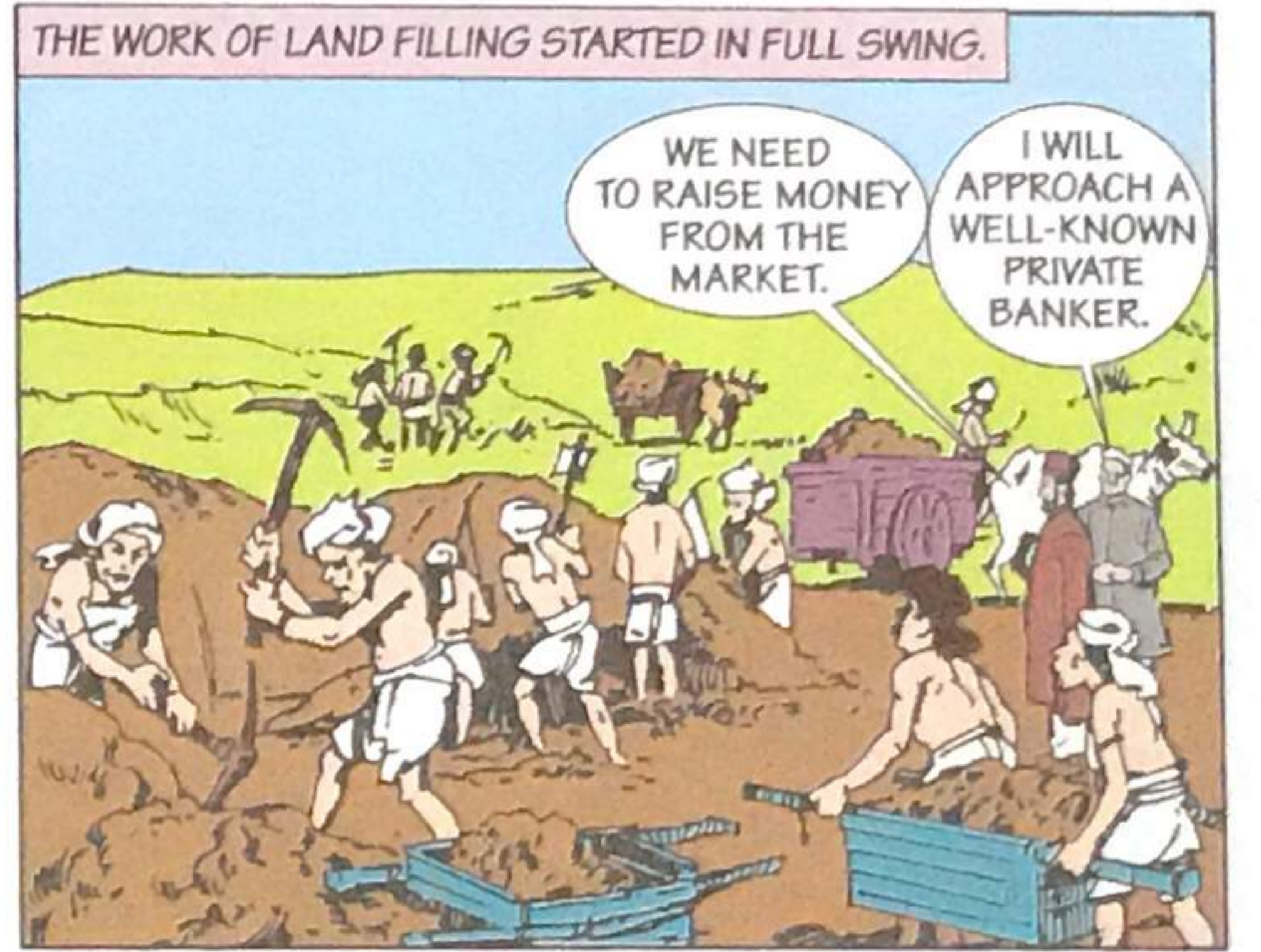
BUT THE SITE JAMSETJI SELECTED WAS NOT AVAILABLE.



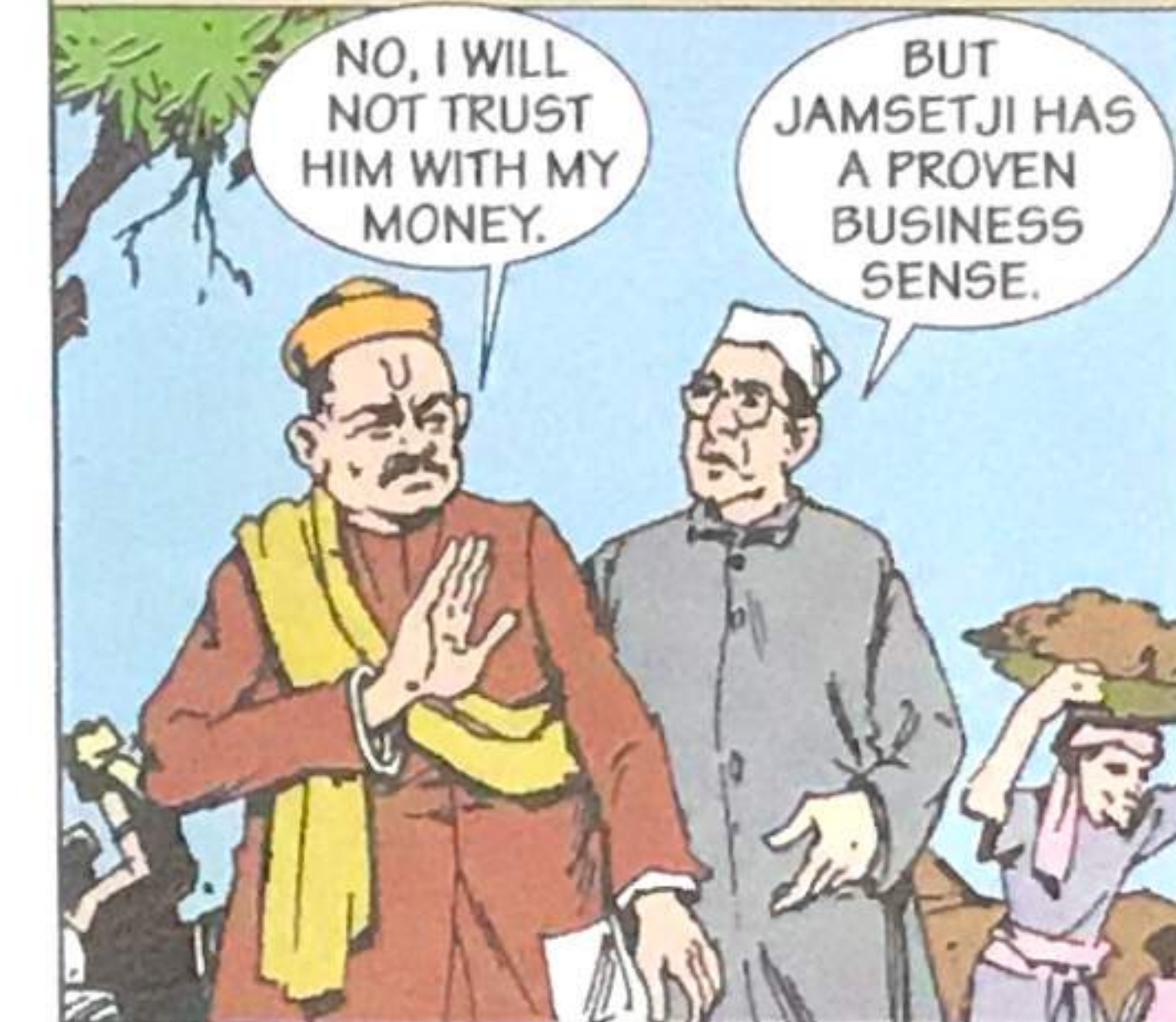
IN THE ABSENCE OF A SUITABLE SITE AT JABALPUR, JAMSETJI SHIFTED HIS FOCUS TO NAGPUR.



THE WORK OF LAND FILLING STARTED IN FULL SWING.



JAMSETJI'S AGENTS APPROACHED PRIVATE BANKERS. SOME OF THEM WERE VERY SKEPTICAL.



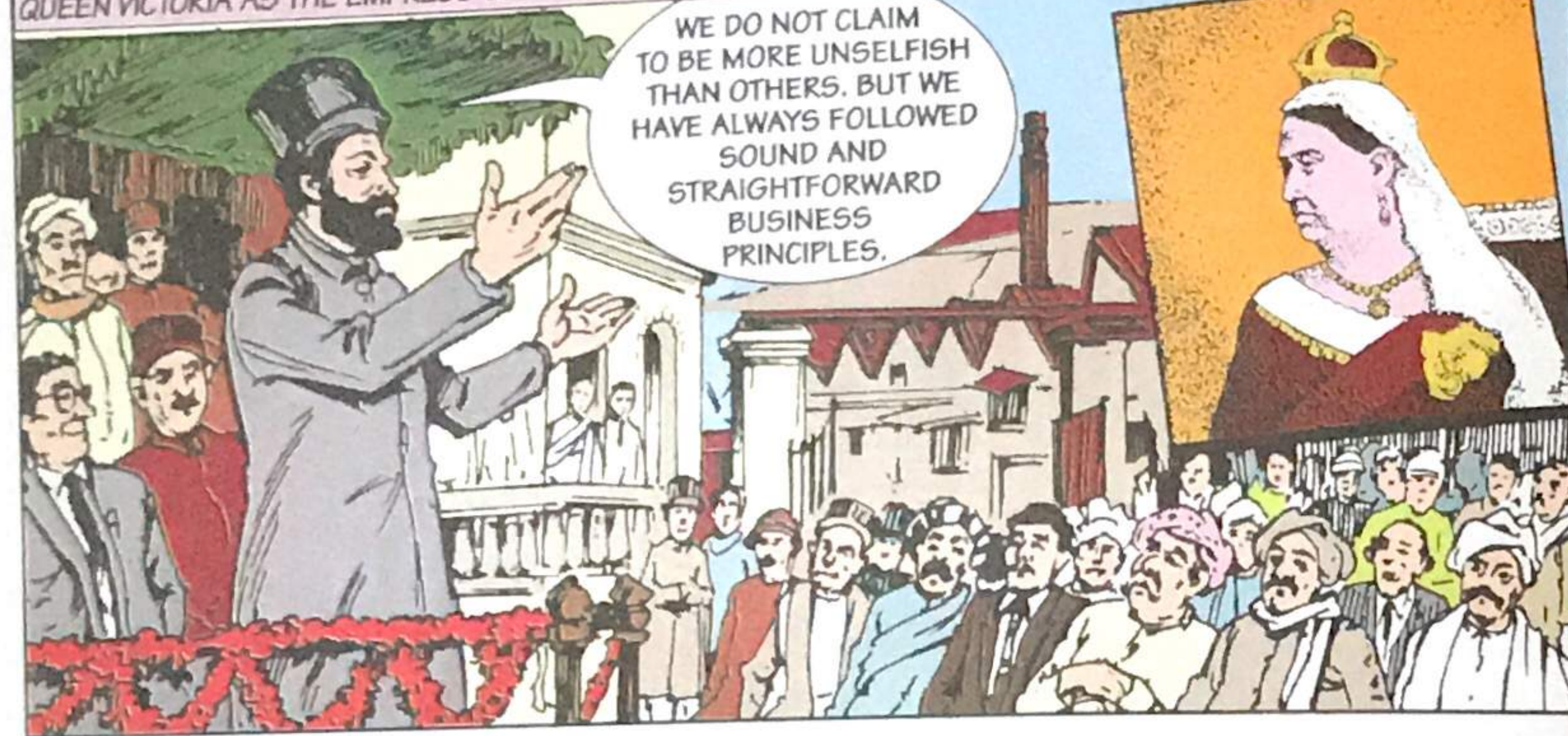
HE IS PUTTING MONEY IN THE MUD! YOU CALL THAT BUSINESS SENSE?



LATER, WHEN JAMSETJI'S MILL STARTED EARNING HANDSOME PROFITS, THE BANKER RUED HIS DECISION.



JAMSETJI TATA'S NAGPUR MILL OPENED ON JANUARY 1, 1877. THE DATE COINCIDED WITH THE PROCLAMATION OF QUEEN VICTORIA AS THE EMPRESS OF INDIA. TO MARK THIS OCCASION, THE MILL WAS NAMED THE EMPRESS MILL.



FOR SEVERAL YEARS, JAMSETJI TATA STAYED AT NAGPUR. HE WAS KEEN TO MOVE AHEAD WITH HIS OTHER PLANS.



IN 1876, JAMSETJI FOUND HIS MAN IN BEZONJI DADABHAI MEHTA, A GOODS SUPERINTENDENT ON THE GREAT INDIAN PENINSULAR RAILWAY.



BEZONJI HAD NO KNOWLEDGE OF RUNNING A MILL. JAMSETJI PERSONALLY TRAINED HIM.



AFTER TWO YEARS OF INTENSE TRAINING —



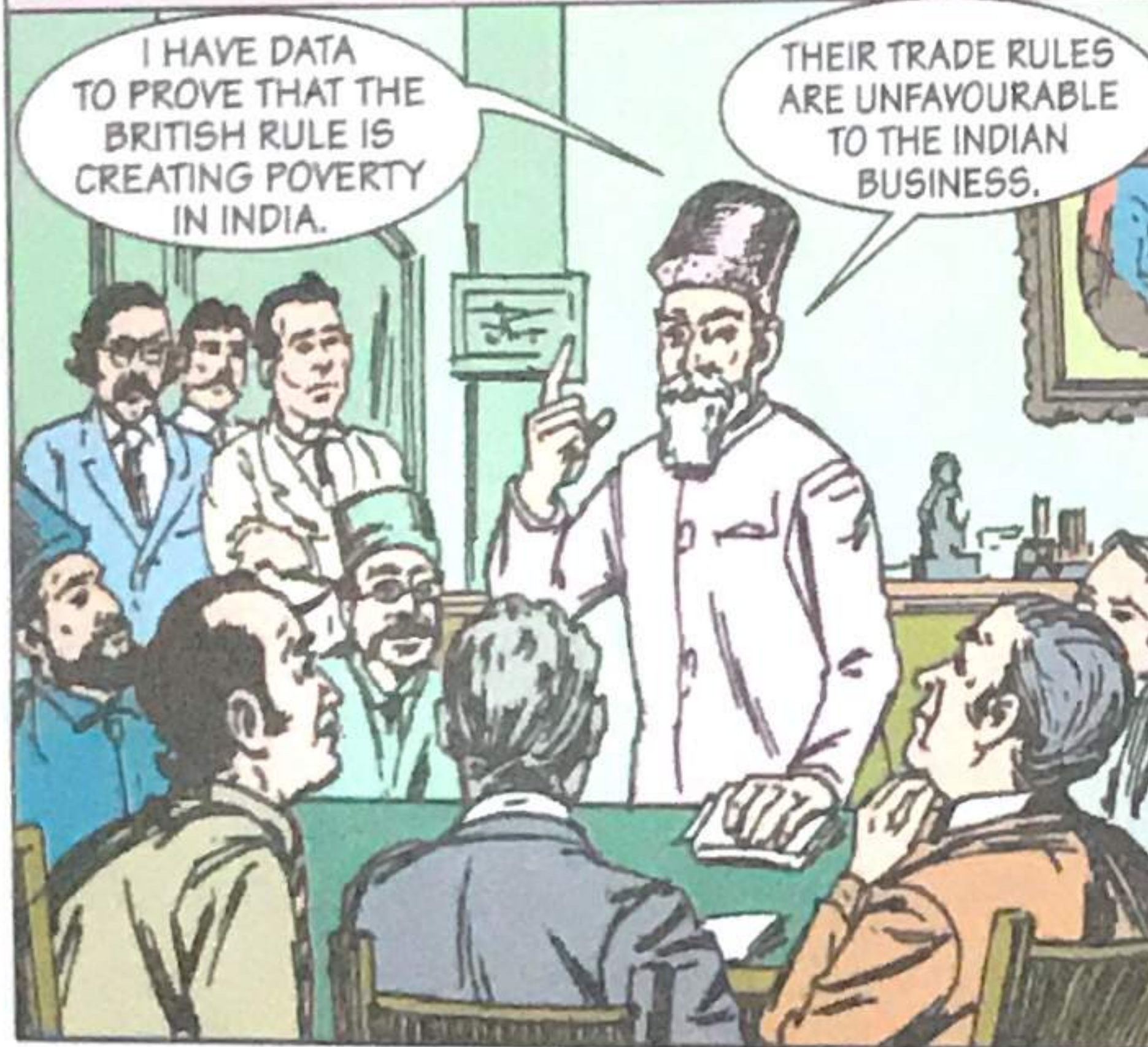
YEAR AFTER YEAR, THE DIVIDENDS OF THE EMPRESS MILL INCREASED. BEZONJI'S FAME SPREAD FAR AND WIDE. IN FACT, MUCH LATER, IN 1911, WHEN KING GEORGE V CAME TO INDIA, BEZONJI WAS INVITED TO THE ROYAL SALOON AT THE NAGPUR RAILWAY STATION. THERE, HE WAS KNIGHTED BY THE KING.



IN 1878, JAMSETJI RETURNED TO MUMBAI.



MEANWHILE, THE SWADESHI MOVEMENT WAS GAINING GROUND IN INDIA. DADABHAI NAOROJI WAS SPEARHEADING THE MOVEMENT.



THE CONCEPT OF SWADESHI APPEALED TO JAMSETJI.



AROUND THIS TIME, DHARAMSEE MILL IN THE KURLA AREA OF MUMBAI WAS PUT UP FOR PUBLIC SALE.



JAMSETJI POSSESSED AN IRON WILL. HE COULDN'T BE DETERRED BY SUPERSTITIONS.



AGAINST HIS ADVISORS' OPINIONS, JAMSETJI BOUGHT THE DHARAMSEE MILL.



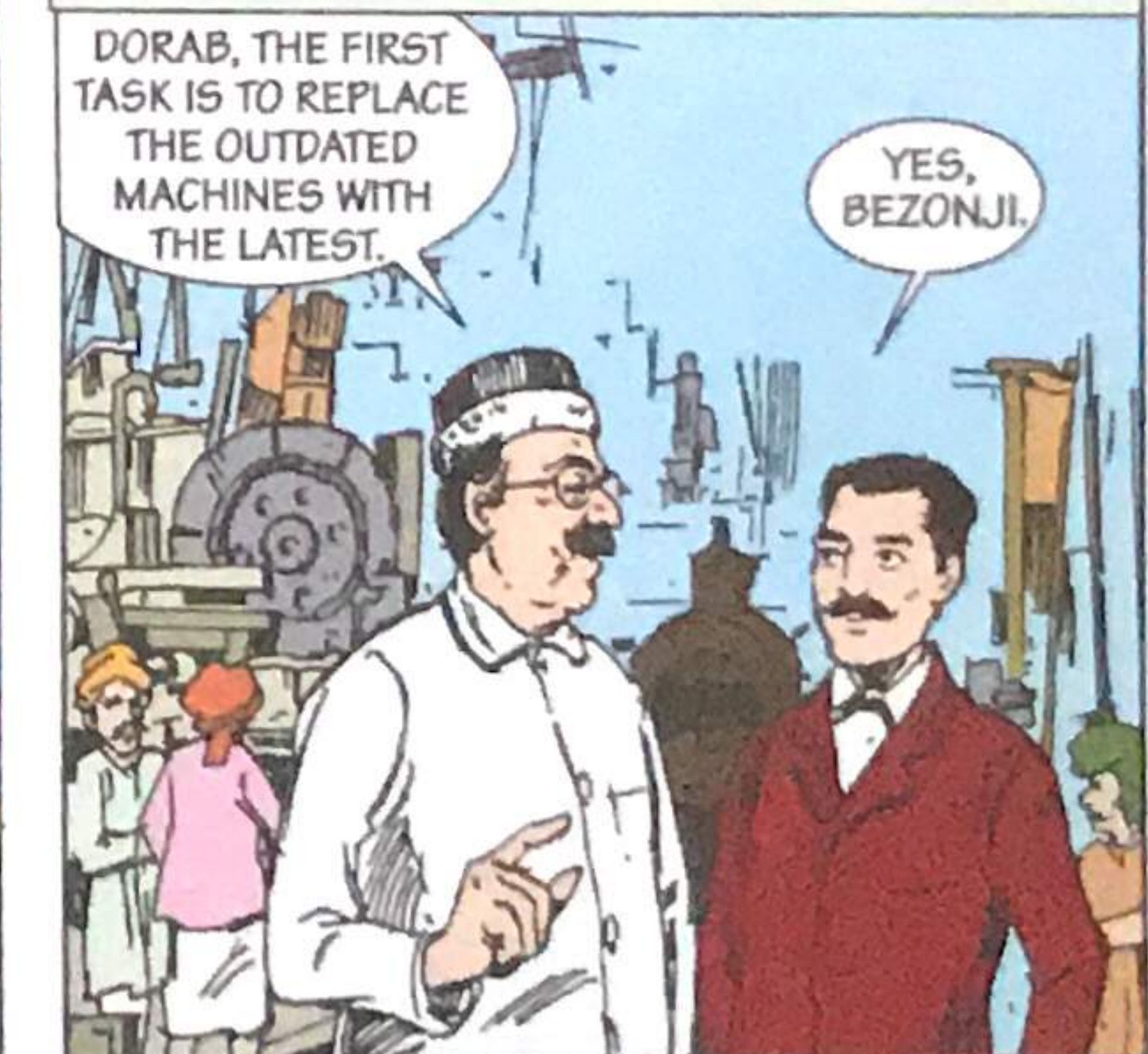
BUT THE APPREHENSIONS OF JAMSETJI'S ADVISORS WERE CORRECT. DHARAMSEE/SWADESHI MILL DID NOT PERFORM WELL.

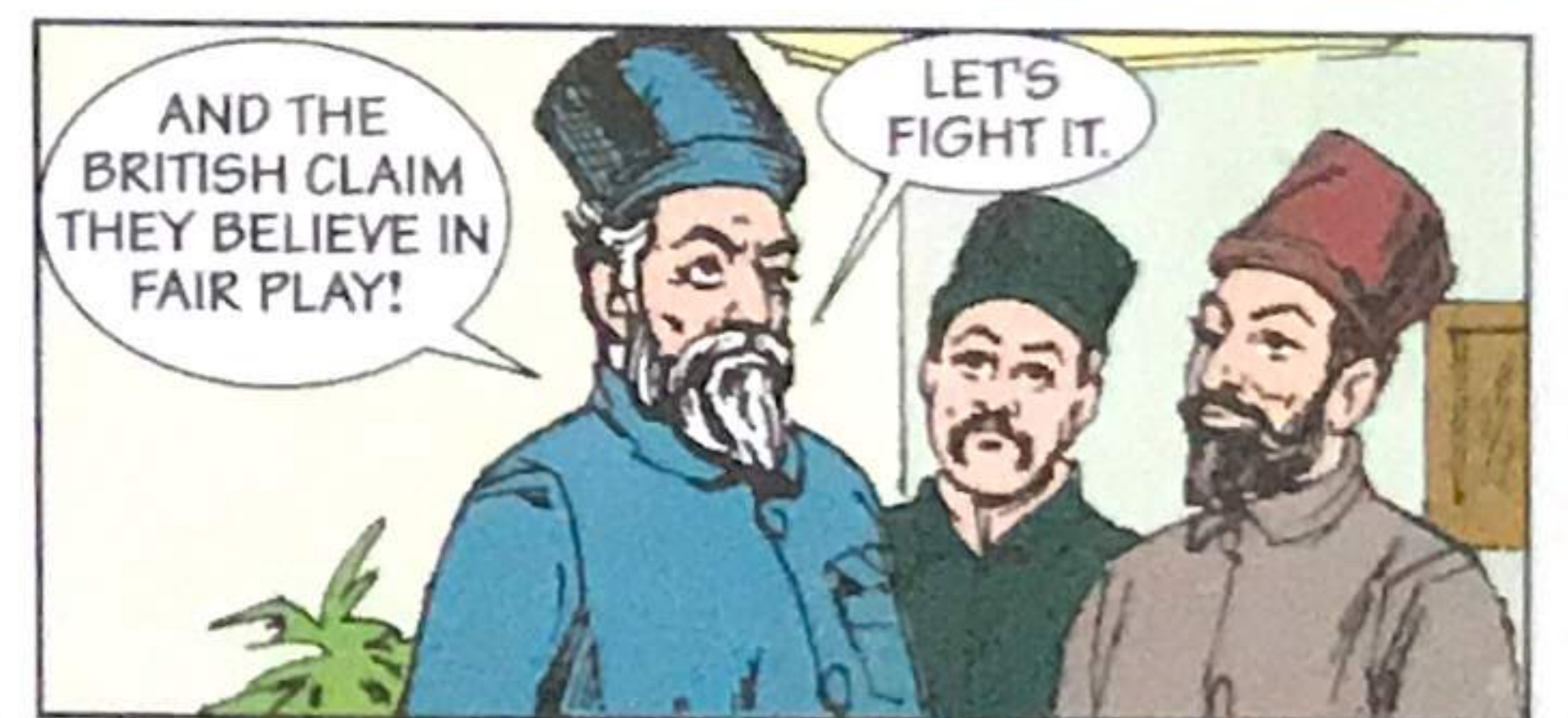
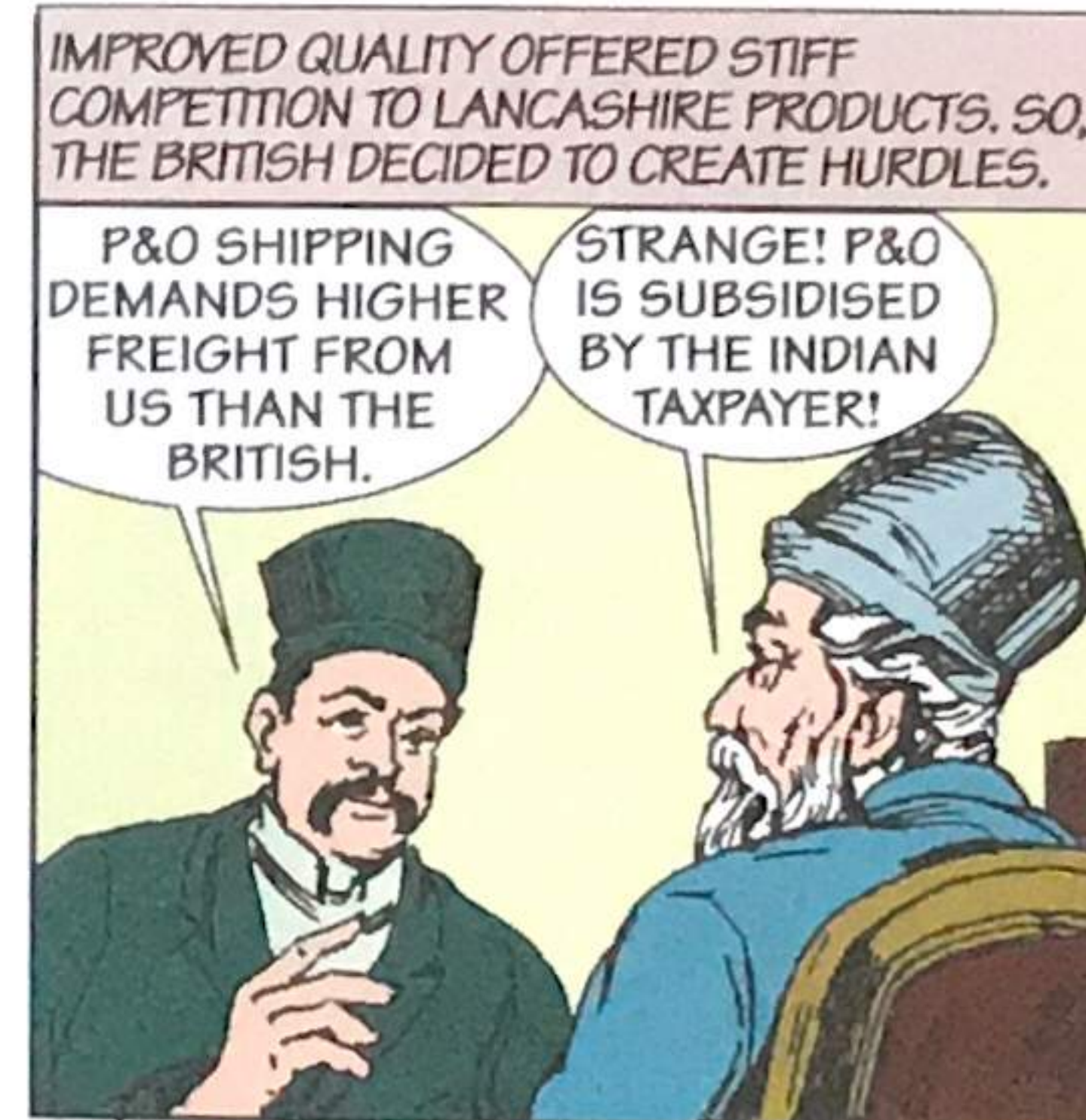
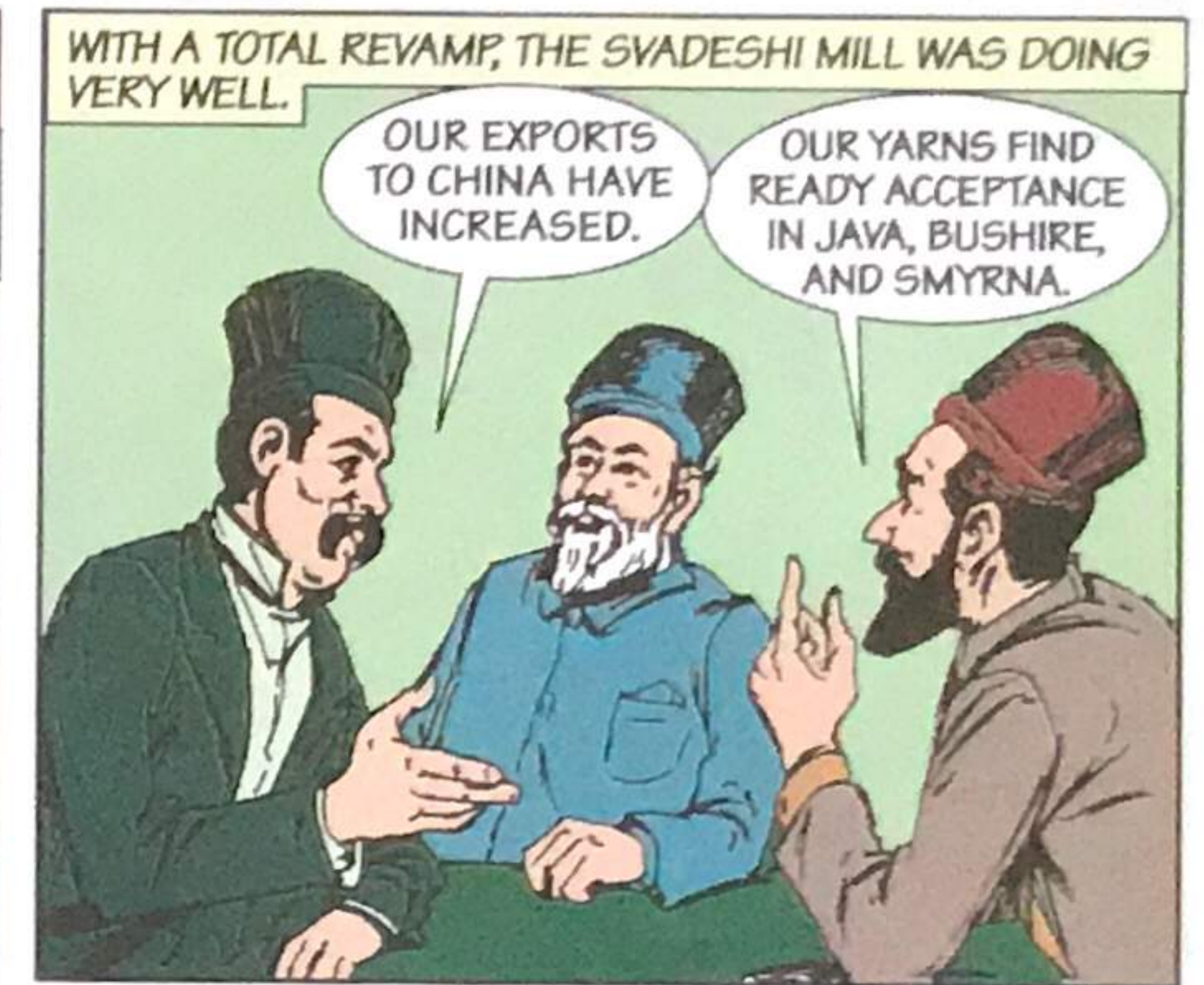
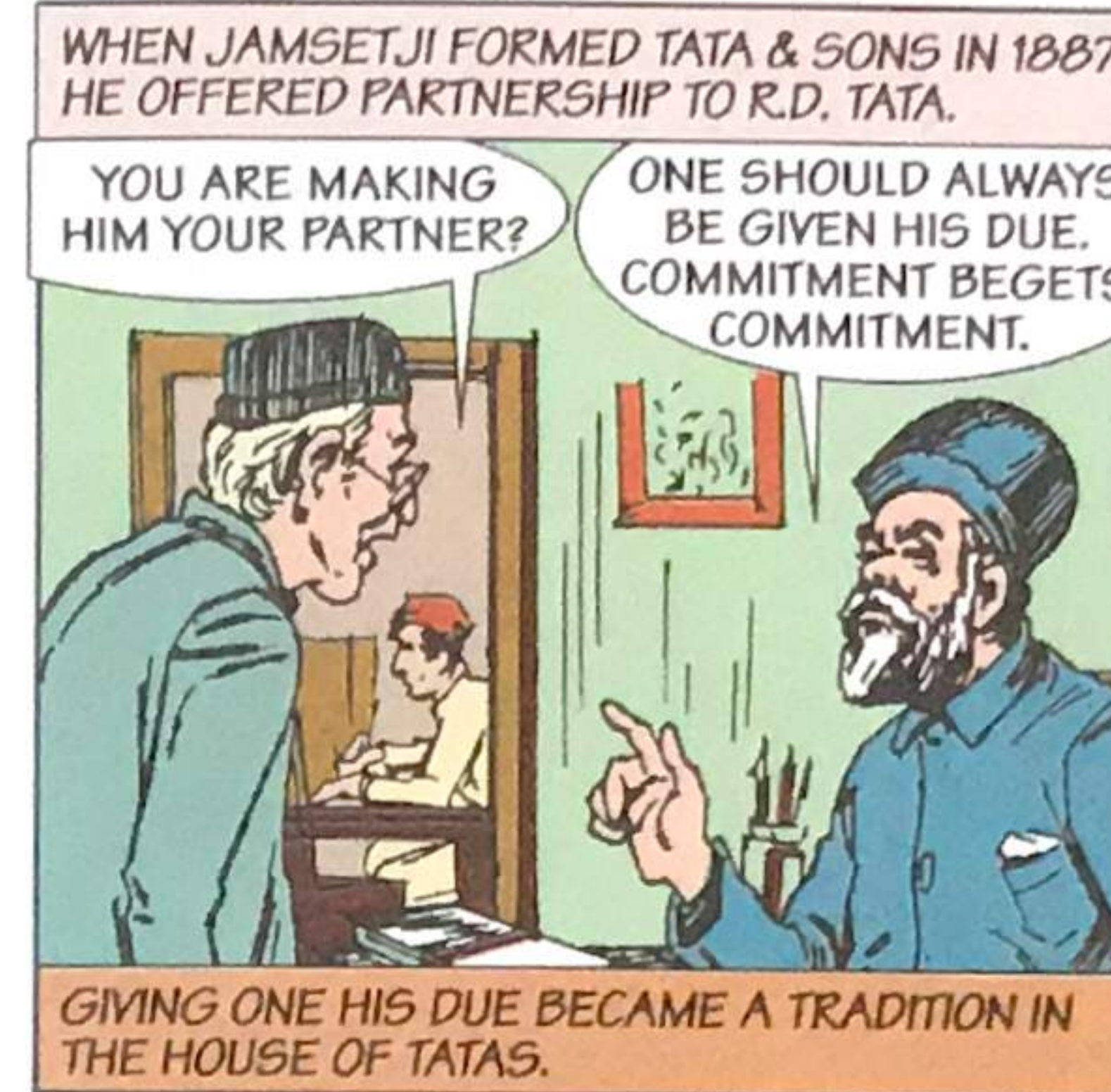
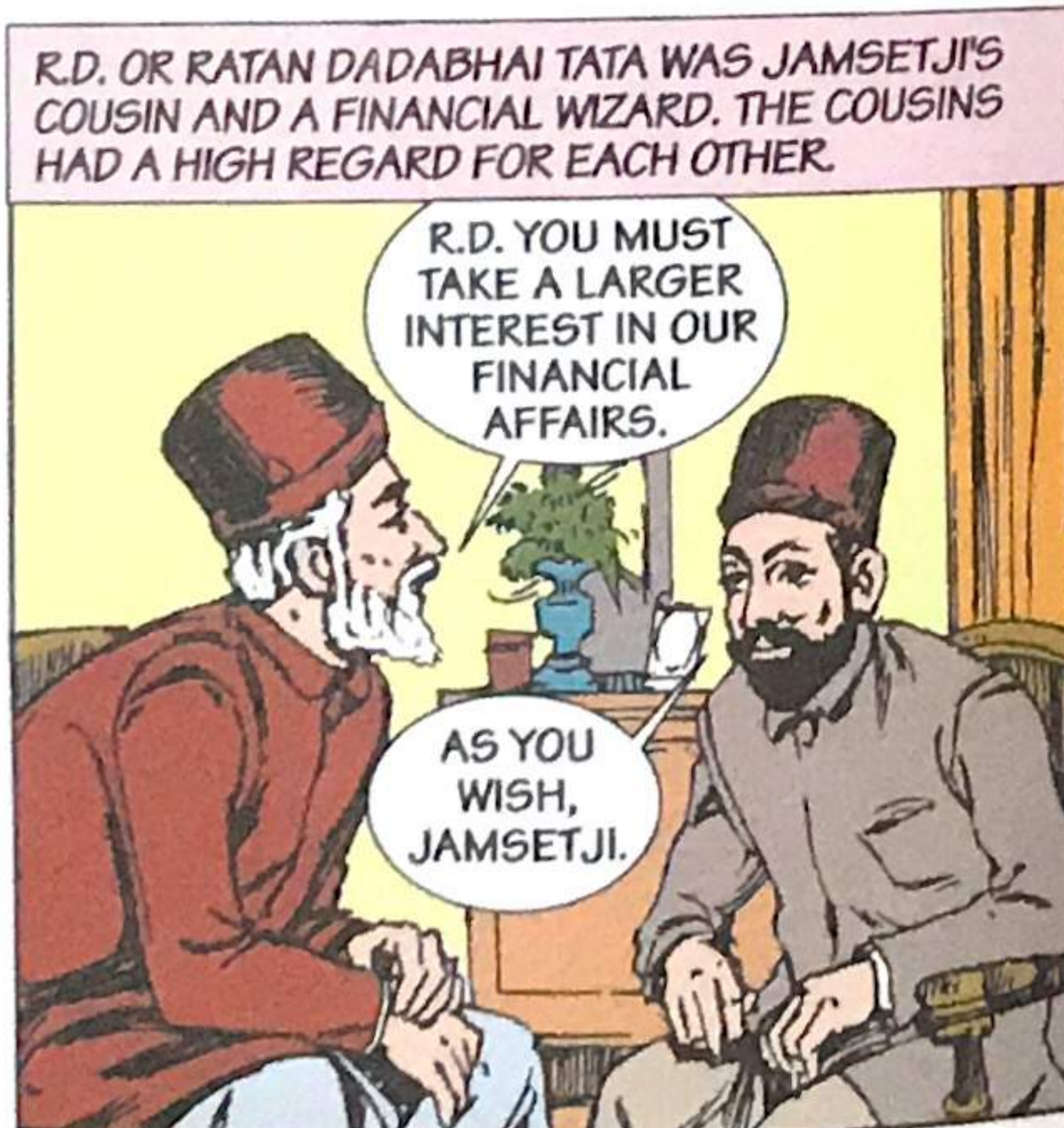
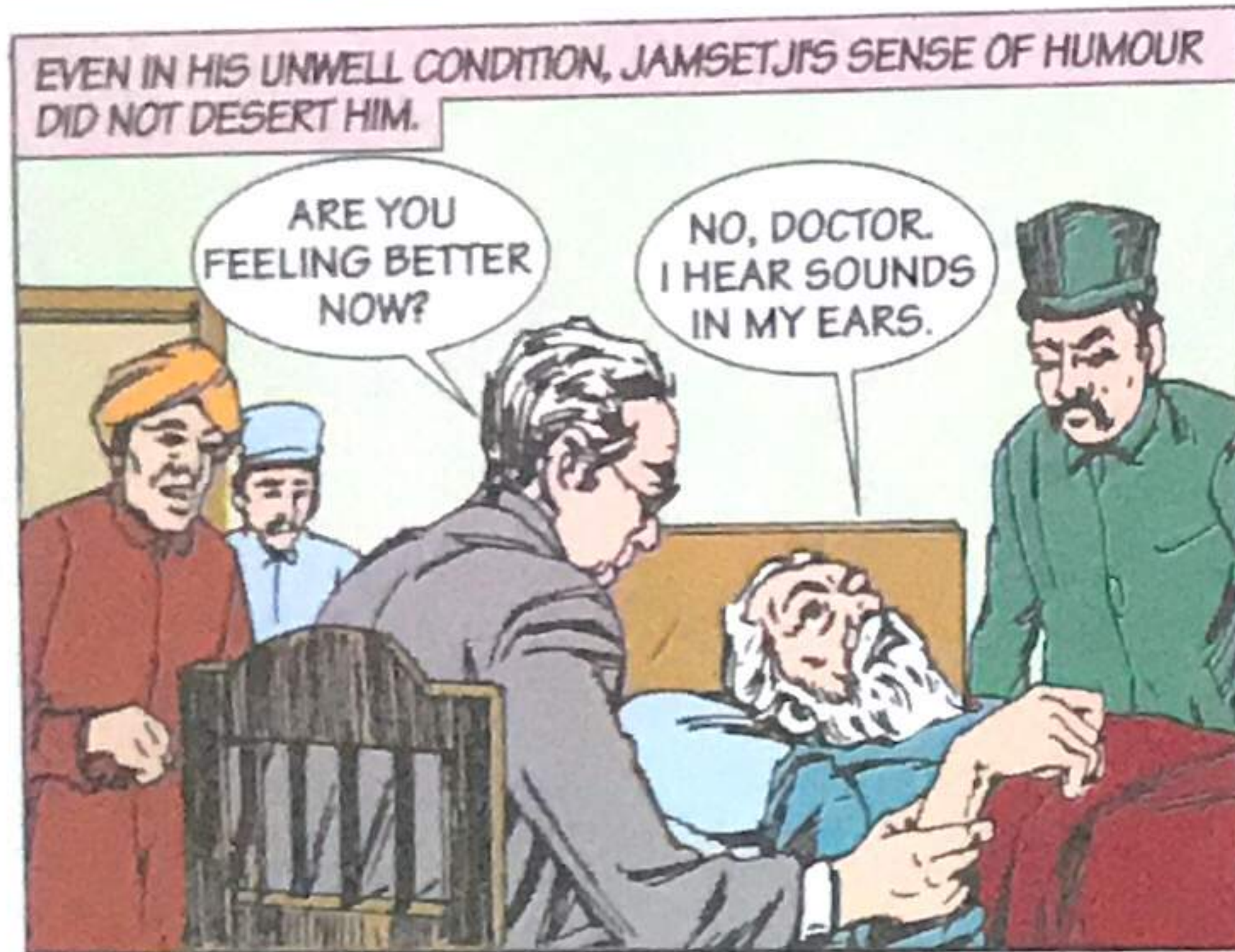
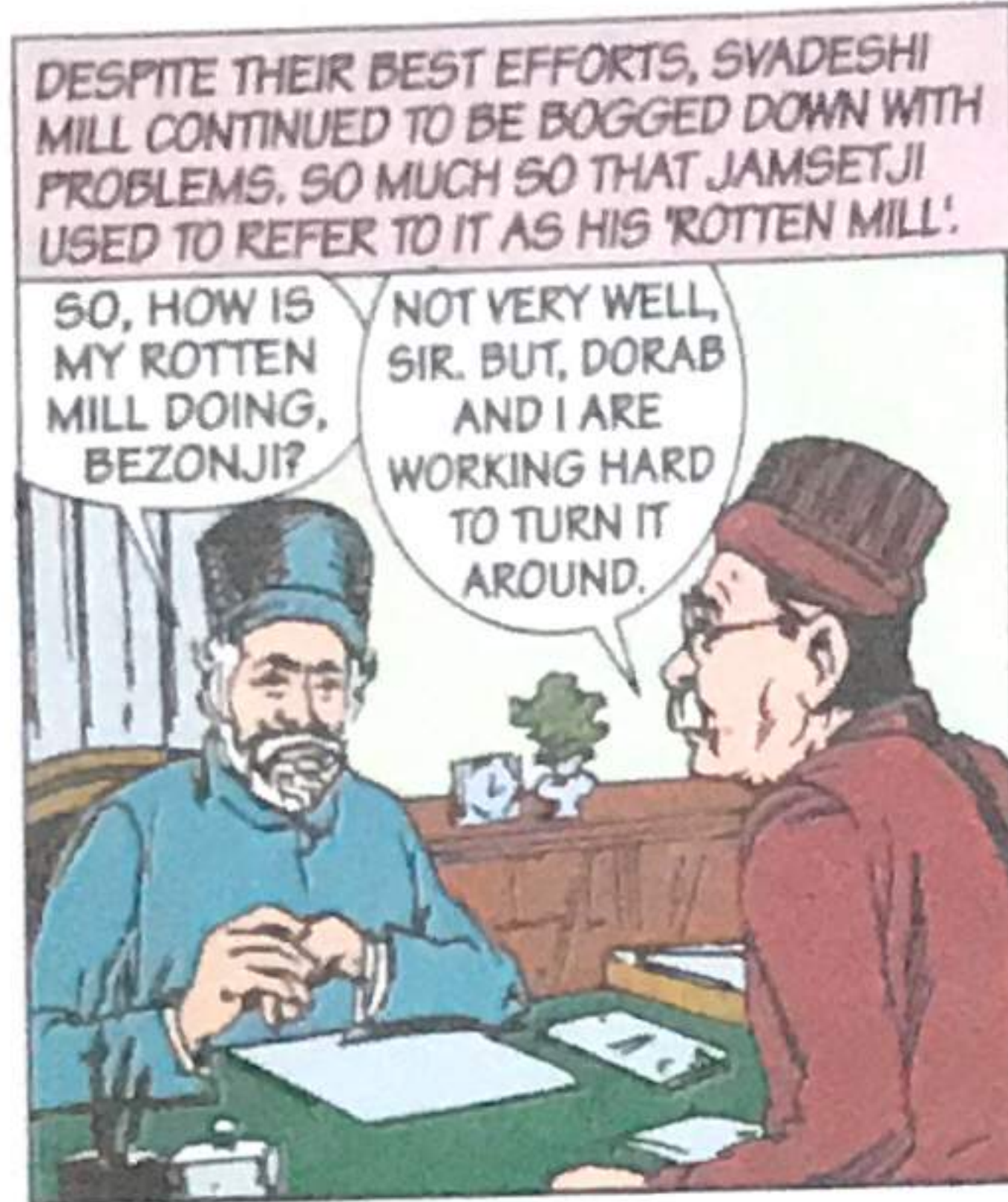


JAMSETJI BROUGHT HIS TRUSTED ADVISOR BEZONJI FROM NAGPUR.



JAMSETJI PUT HIS SON DORAB TATA UNDER BEZONJI TO GET A FIRST HAND EXPERIENCE OF MANAGEMENT.





TO SEEK COOPERATION IN LAUNCHING HIS SHIPPING LINE, JAMSETJI WENT TO TOKYO.



THANK YOU FOR COMING TO NIPPON YUSEN KAISHA LINE.

WE NEED YOUR HELP IN LAUNCHING OUR SHIPPING LINE IN INDIA.

WE WILL, IF YOU UNDERTAKE TO LEASE OUR STEAMERS AT YOUR RESPONSIBILITY.

CERTAINLY!



JAMSETJI INFORMED HIS SON DORAB ABOUT THE SHIPPING LINE AND SUGGESTED THE NAME TATA LINE*. HE ALSO SUGGESTED THE DESIGN OF THE LINE'S FLAG.



*THIS WAS ONE OF THOSE RARE OCCASIONS WHEN JAMSETJI USED HIS FAMILY NAME FOR ONE OF HIS VENTURES. HE NEVER SOUGHT PERSONAL RECOGNITION.

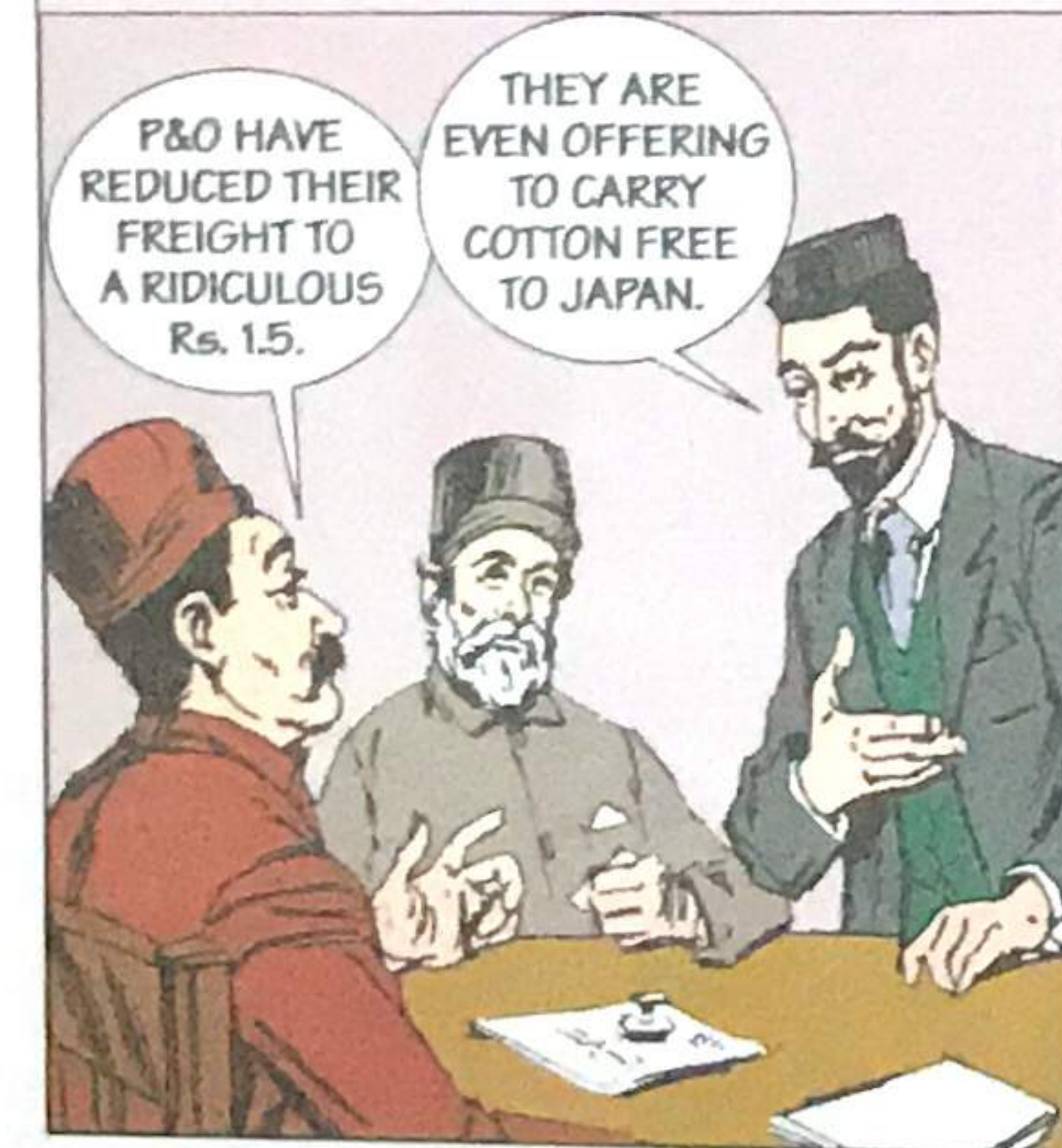
TATA LINE WAS LAUNCHED. P&O WERE CHARGING Rs.19 PER TON, TATA LINE OFFERED Rs.12.



INDIAN CONSIGNEES ARE LINING UP AT OUR OFFICE.

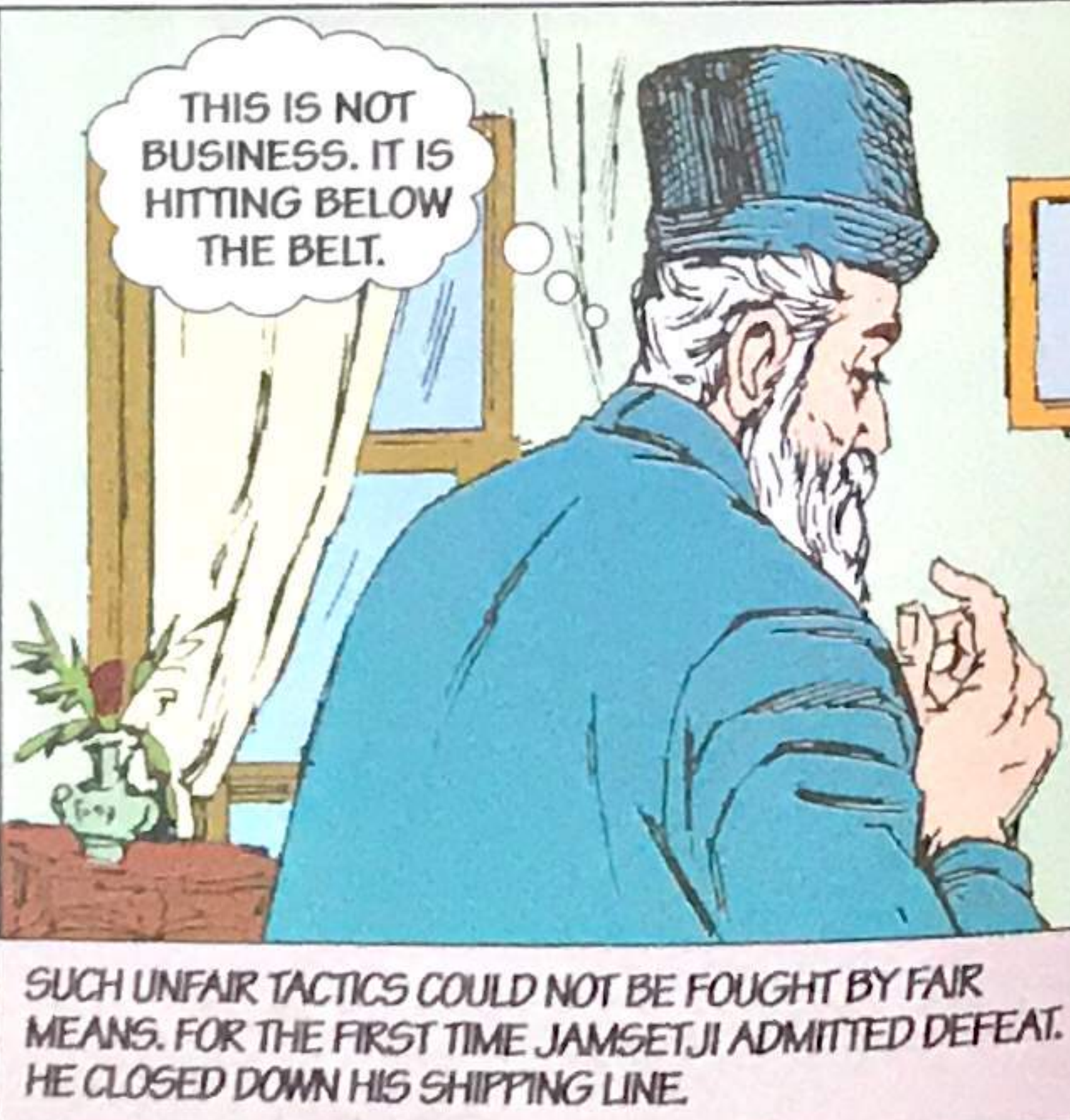
COUSIN JAMSETJI KNOWS HOW TO FIGHT!

BUT THE P&O COMBINE WAS UP TO MEAN TRICKS AGAIN.



P&O HAVE REDUCED THEIR FREIGHT TO A RIDICULOUS Rs. 1.5.

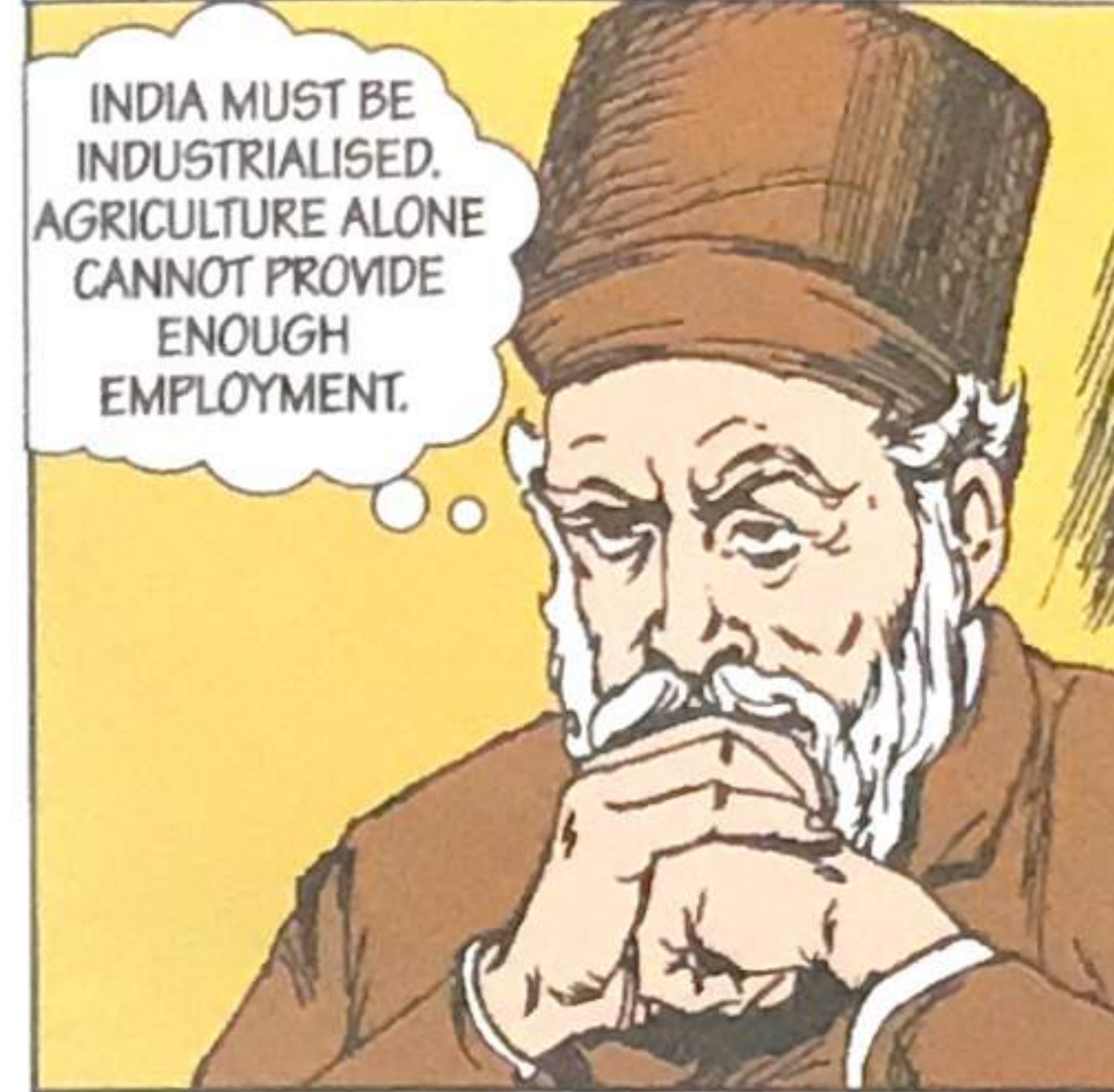
THEY ARE EVEN OFFERING TO CARRY COTTON FREE TO JAPAN.



THIS IS NOT BUSINESS. IT IS HITTING BELOW THE BELT.

SUCH UNFAIR TACTICS COULD NOT BE FOUGHT BY FAIR MEANS. FOR THE FIRST TIME JAMSETJI ADMITTED DEFEAT. HE CLOSED DOWN HIS SHIPPING LINE.

BUT SETBACKS DO NOT DETER GREAT MEN. WITH SINGLE-MINDED DEVOTION, JAMSETJI TATA SET OUT TO REALISE HIS FOUR DREAM PROJECTS - STEEL, INSTITUTE OF SCIENCE, POWER AND A GRAND HOTEL IN MUMBAI. IF SHIPPING WAS AN UNCHARTED TERRITORY FOR AN INDIAN, SO WAS STEEL!



INDIA MUST BE INDUSTRIALISED. AGRICULTURE ALONE CANNOT PROVIDE ENOUGH EMPLOYMENT.

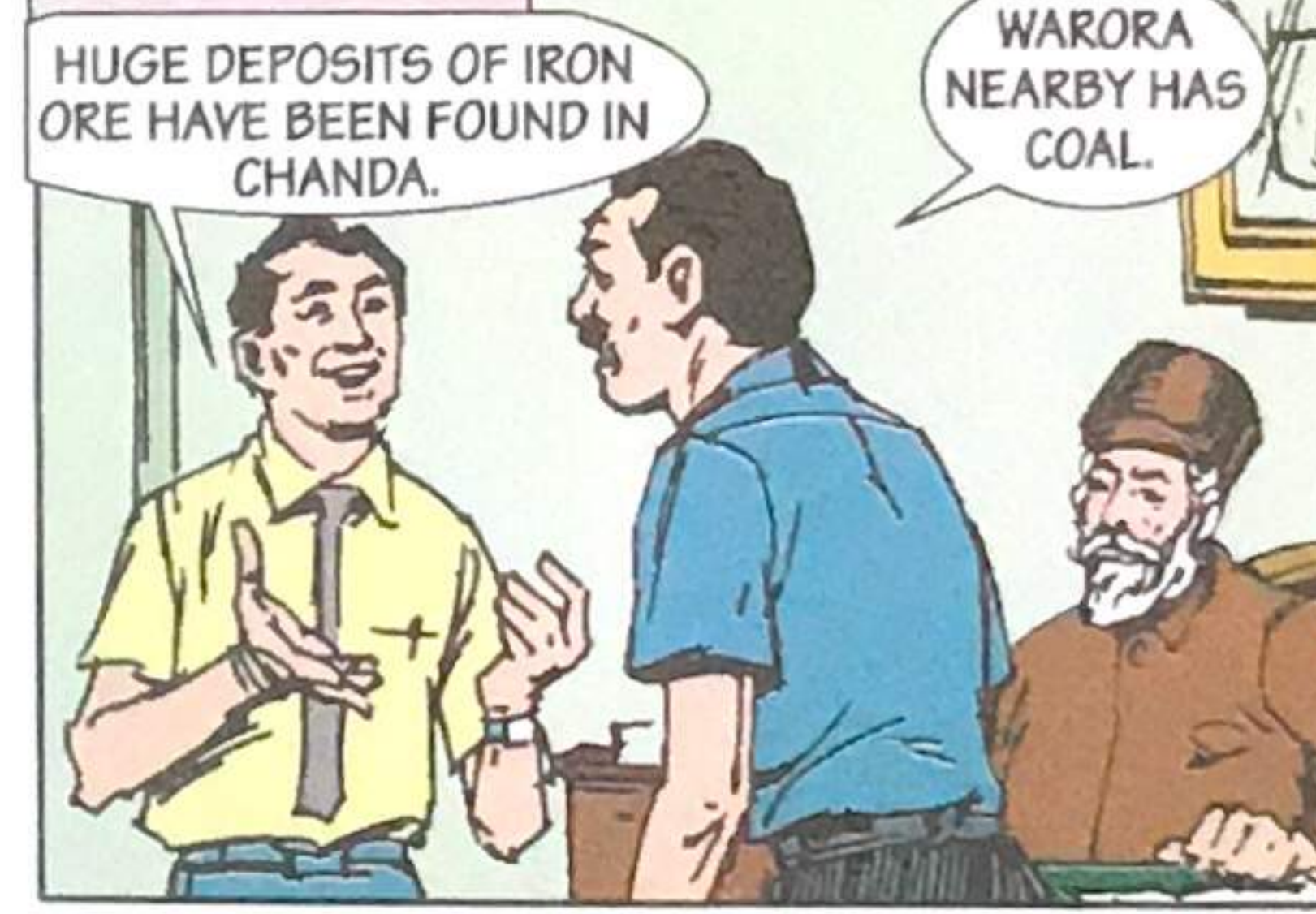


THOMAS CARLYLE SAID - A NATION THAT HAS STEEL WILL HAVE GOLD!



INDIA TOO SHOULD HAVE STEEL.

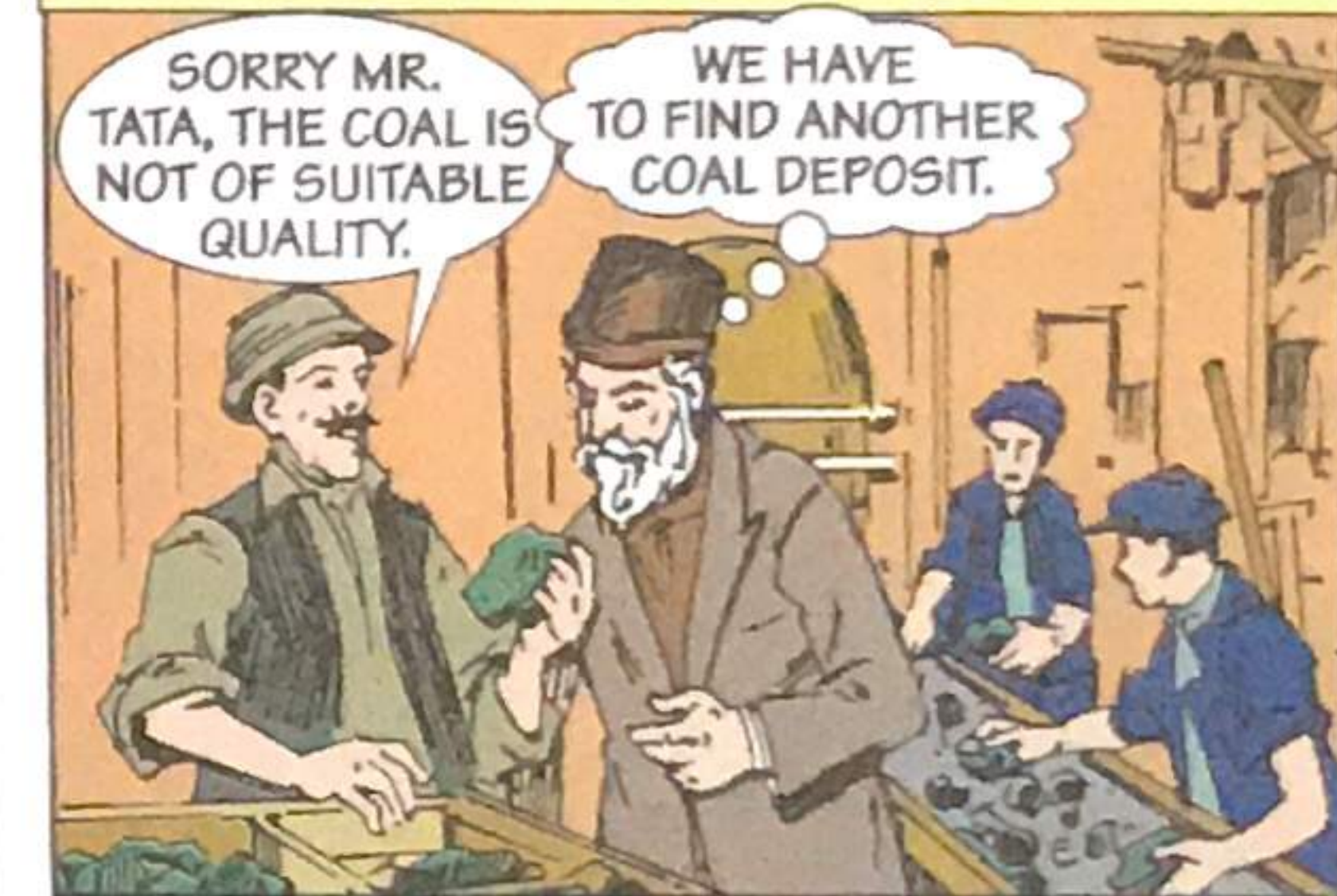
THE YEAR 1882 BROUGHT THE MESSAGE JAMSETJI WAS WAITING FOR.



HUGE DEPOSITS OF IRON ORE HAVE BEEN FOUND IN CHANDA.

WARORA NEARBY HAS COAL.

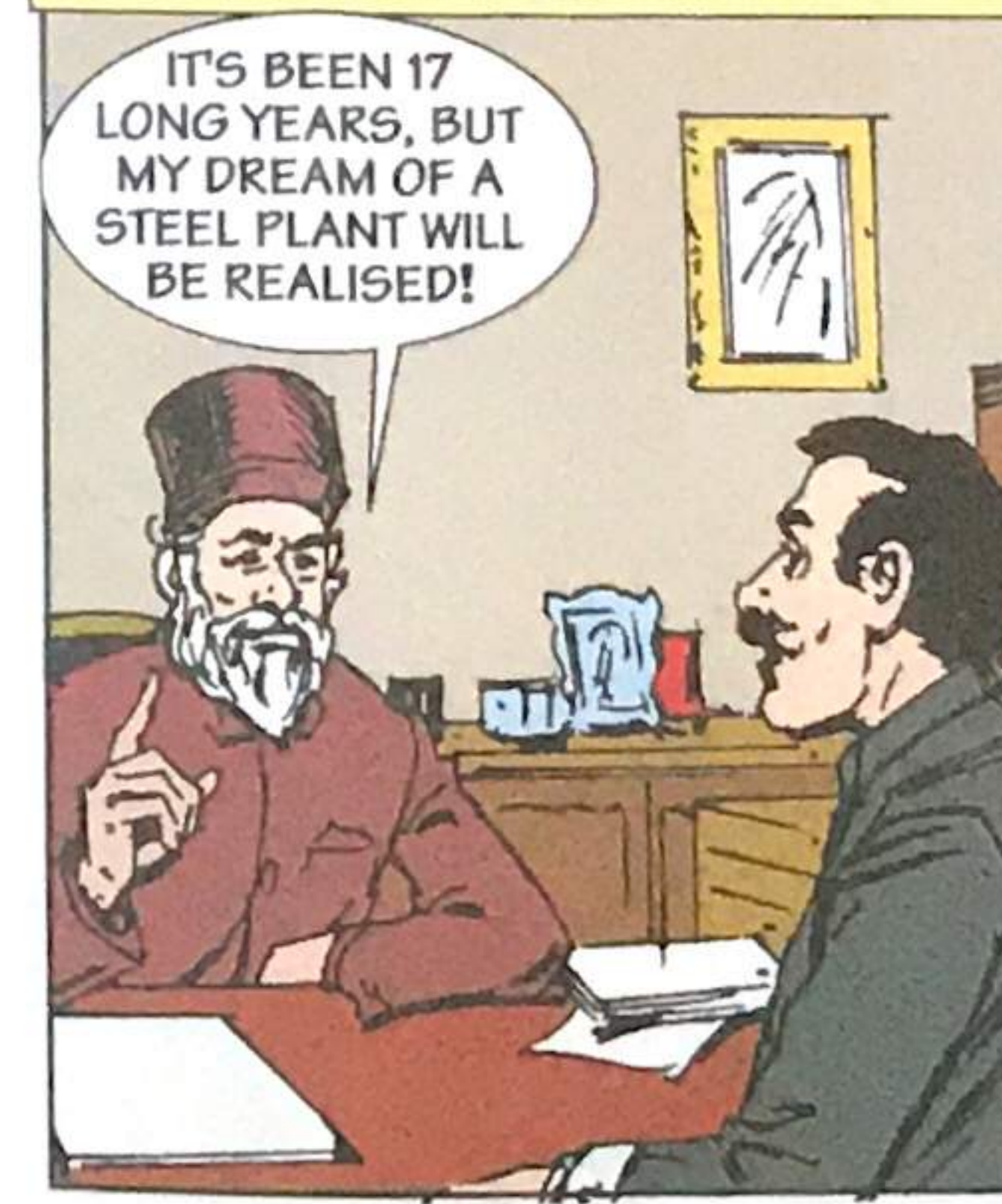
JAMSETJI PERSONALLY TOOK THE IRON AND COAL SAMPLES TO GERMANY FOR TESTING.



SORRY MR. TATA, THE COAL IS NOT OF SUITABLE QUALITY.

WE HAVE TO FIND ANOTHER COAL DEPOSIT.

GOOD QUALITY COAL WAS FOUND IN JHARIA IN 1899. INDIA WAS READY FOR STEEL NOW.

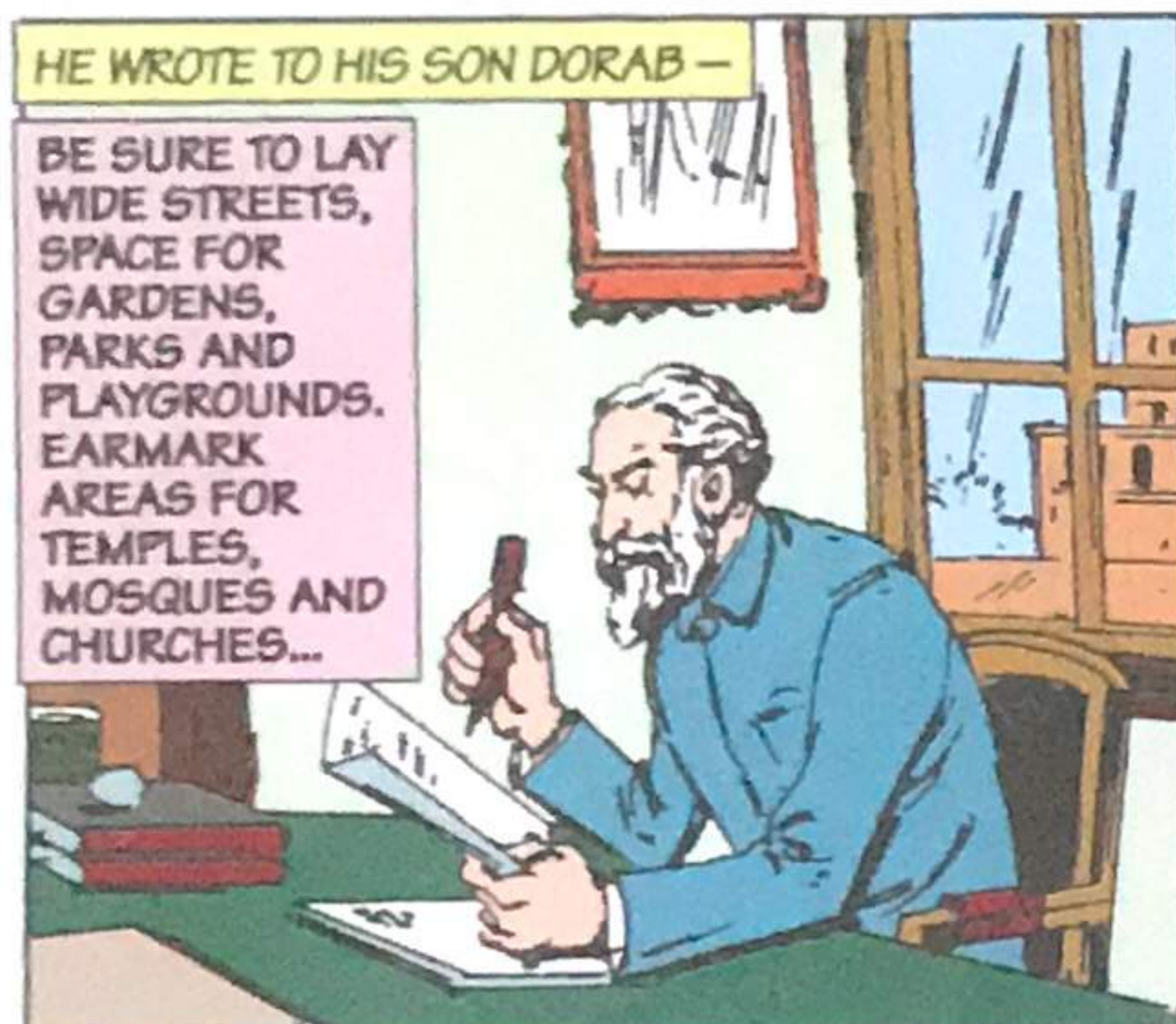


IT'S BEEN 17 LONG YEARS, BUT MY DREAM OF A STEEL PLANT WILL BE REALISED!

TO ACQUIRE AN IN-DEPTH KNOWLEDGE OF THE STEEL INDUSTRY, JAMSETJI VISITED AMERICA.



AMERICAN INDUSTRY IS GOOD, BUT NOT THEIR TOWNS.



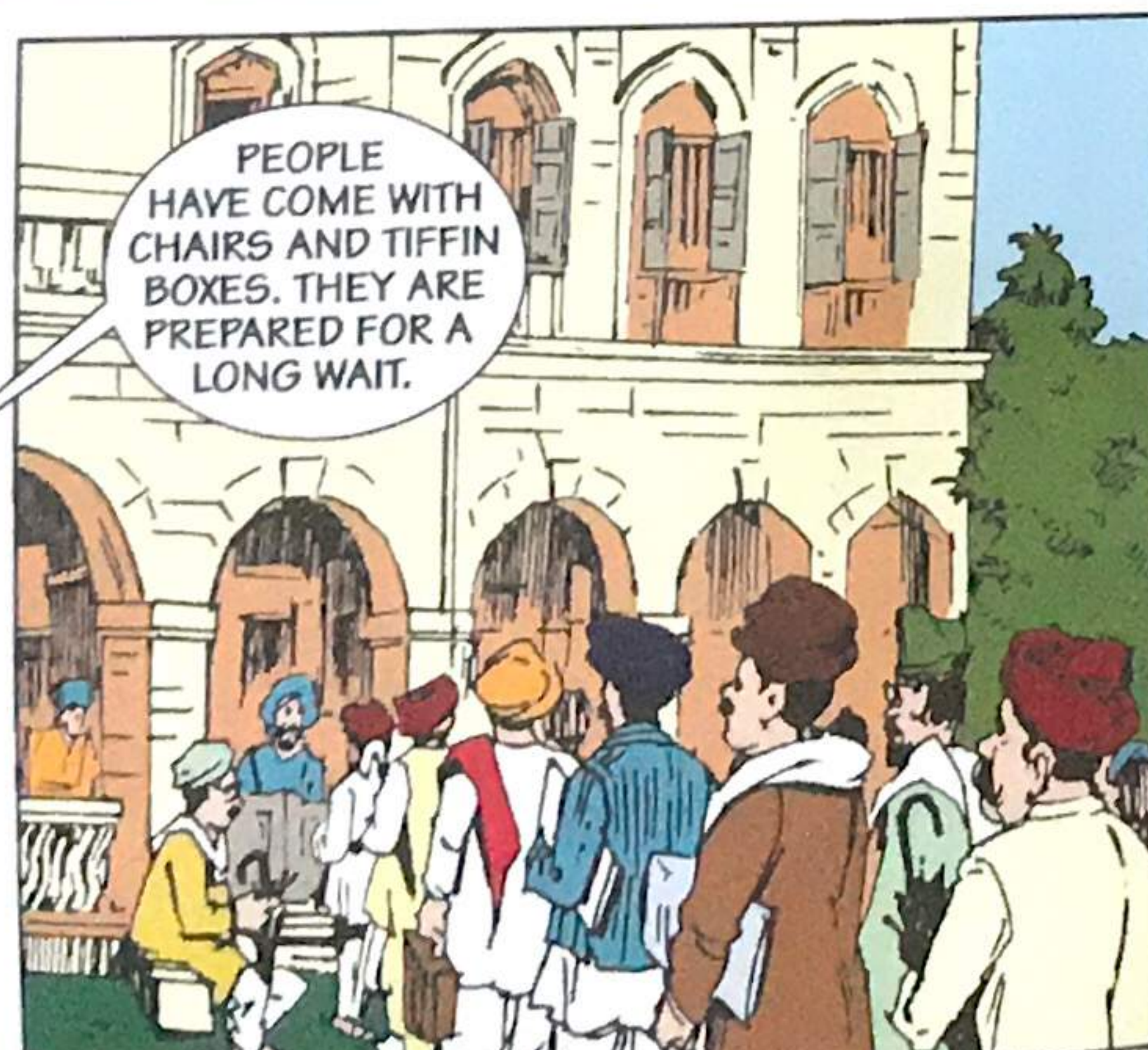
IN 1902, JAMSETJI FOUND HIS MAN IN CHARLES PERIN, A HARVARD GRADUATE IN METALLURGY.



THE FIRST STEEL PLANT IN INDIA. A STEP INTO THE UNKNOWN. NATURALLY THERE WAS SKEPTICISM.



BUT, THE SKEPTICS HAD NO IDEA OF THE GOODWILL JAMSETJI HAD BUILT FOR THE TATAS. WHEN THE ISSUE FOR THE STEEL PLANT WAS LAUNCHED —



LIKE THE SWADESHI MILL, TATA STEEL TOO WAS A PURELY SWADESHI VENTURE - BY AN INDIAN, OF THE INDIANS, FOR THE INDIANS.



DESPITE JAMSETJI TATA'S SUPERLATIVE SUCCESS, THE AVERAGE ENGLISHMAN DIDN'T CHANGE HIS CONDESCENDING OPINION ABOUT THE INDIANS. WHEN PERIN MET SIR FREDRICK, CHAIRMAN OF THE INDIAN RAILWAYS...

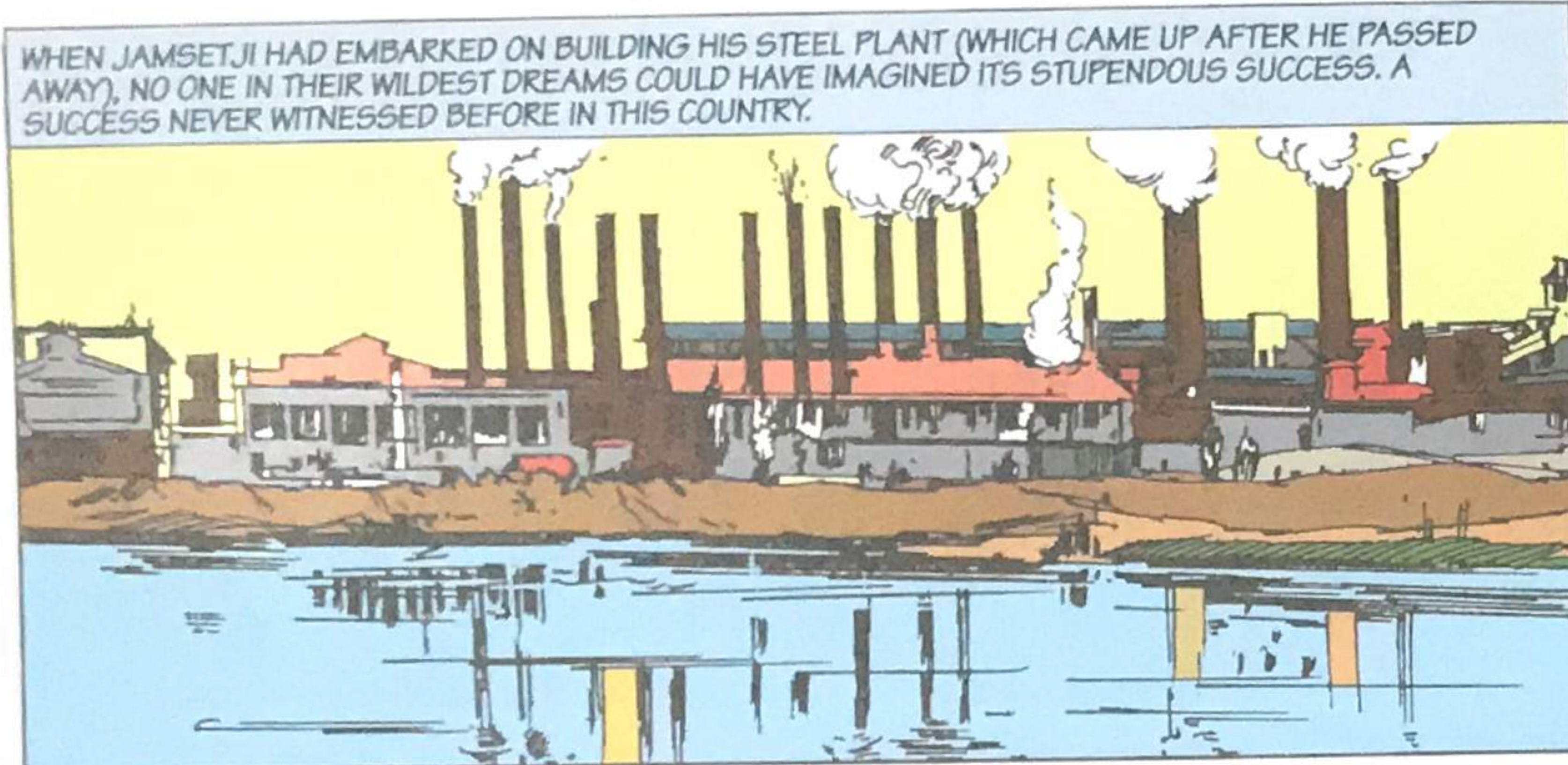


DESPITE THE RAILWAY CHAIRMAN'S SKEPTICISM, THE TATAS DID PRODUCE QUALITY STEEL, WHICH WAS USED BY THE BRITISH RAILWAYS.

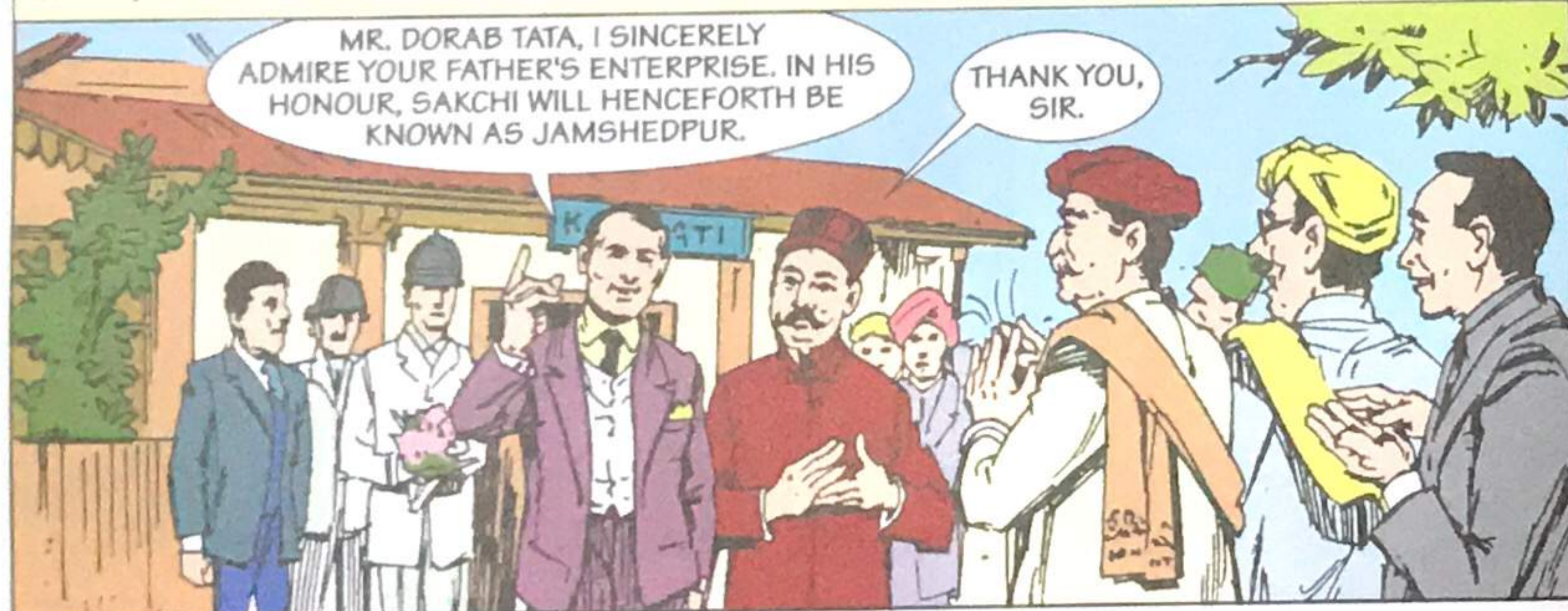


WHEN TATA STEEL FOUND ACCEPTANCE BY THE RAILWAYS, DORAB TATA RECALLED SIR FREDRICK'S ACID REMARKS —





IN FACT, YEARS LATER, ON JANUARY 2, 1919, WHEN VICEROY LORD CHELMSFORD CAME TO VISIT THE PLANT—



A LITTLE LATER, THE BIHAR GOVERNMENT RENAMED KALIMATI AS TATANAGAR STATION.

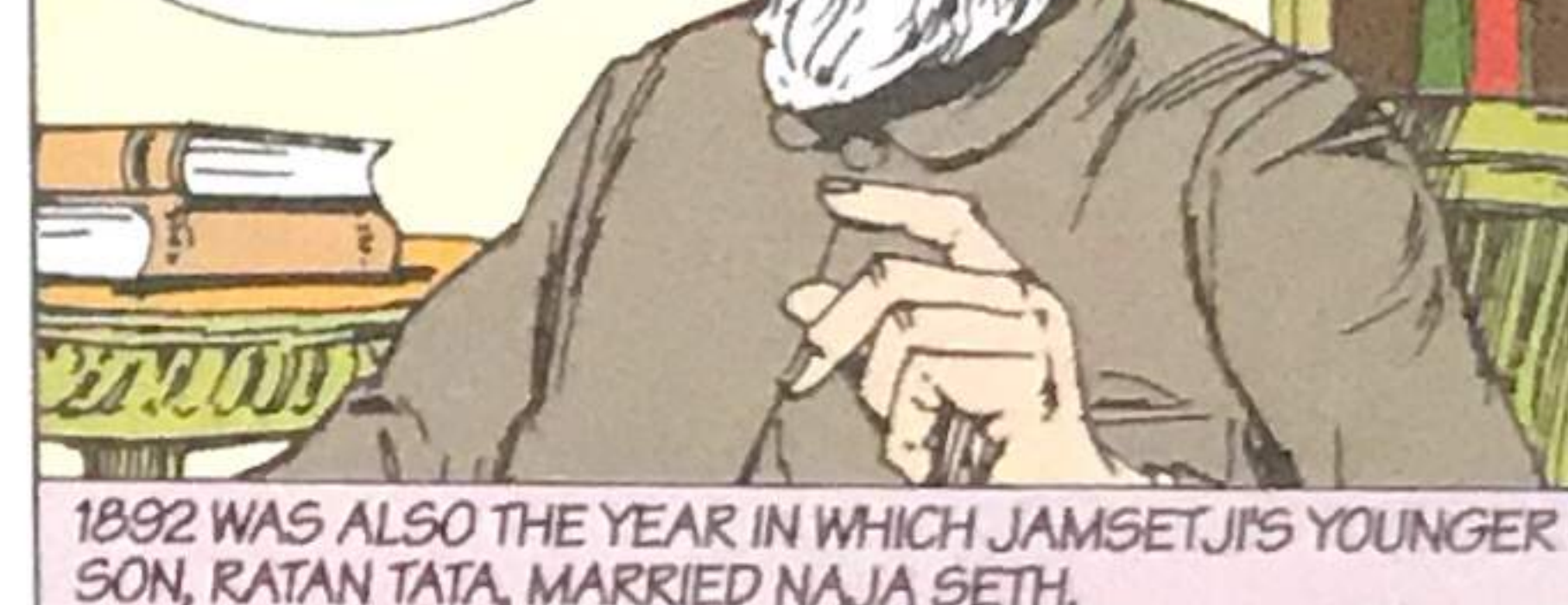


JAMSETJI WAS AWARE THAT INDUSTRIAL DEVELOPMENT CANNOT BE MANAGED WITHOUT THE SUPPORT OF MODERN SCIENTIFIC EDUCATION.



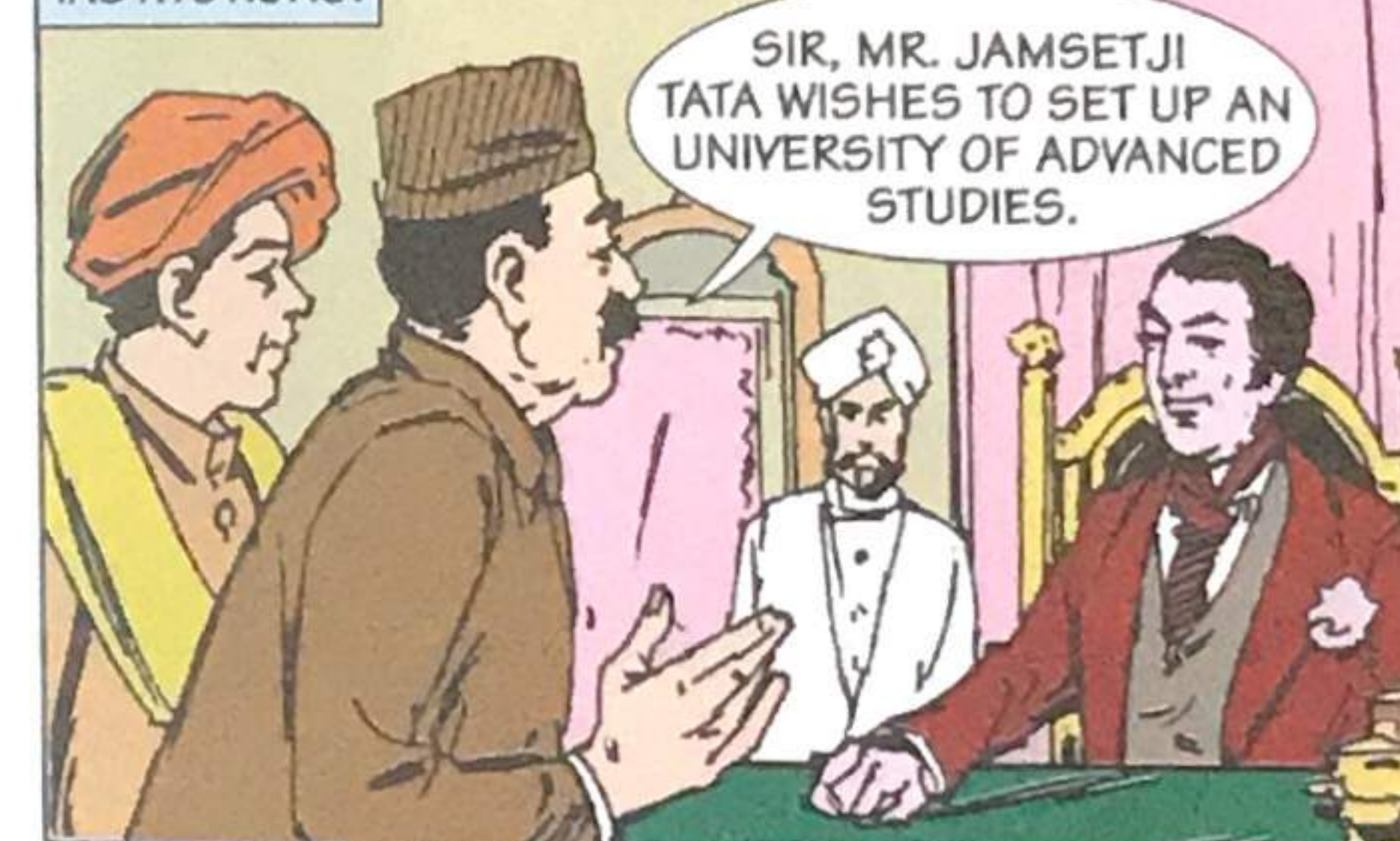
EARLIER, IN 1892, JAMSETJI FOUNDED THE J.N. TATA ENDOWMENT FUND FOR STUDENTS. YET HE DESIRED TO DO MUCH MORE IN THE FIELD OF EDUCATION.

INDIA MUST HAVE A UNIVERSITY OF ADVANCED STUDIES.

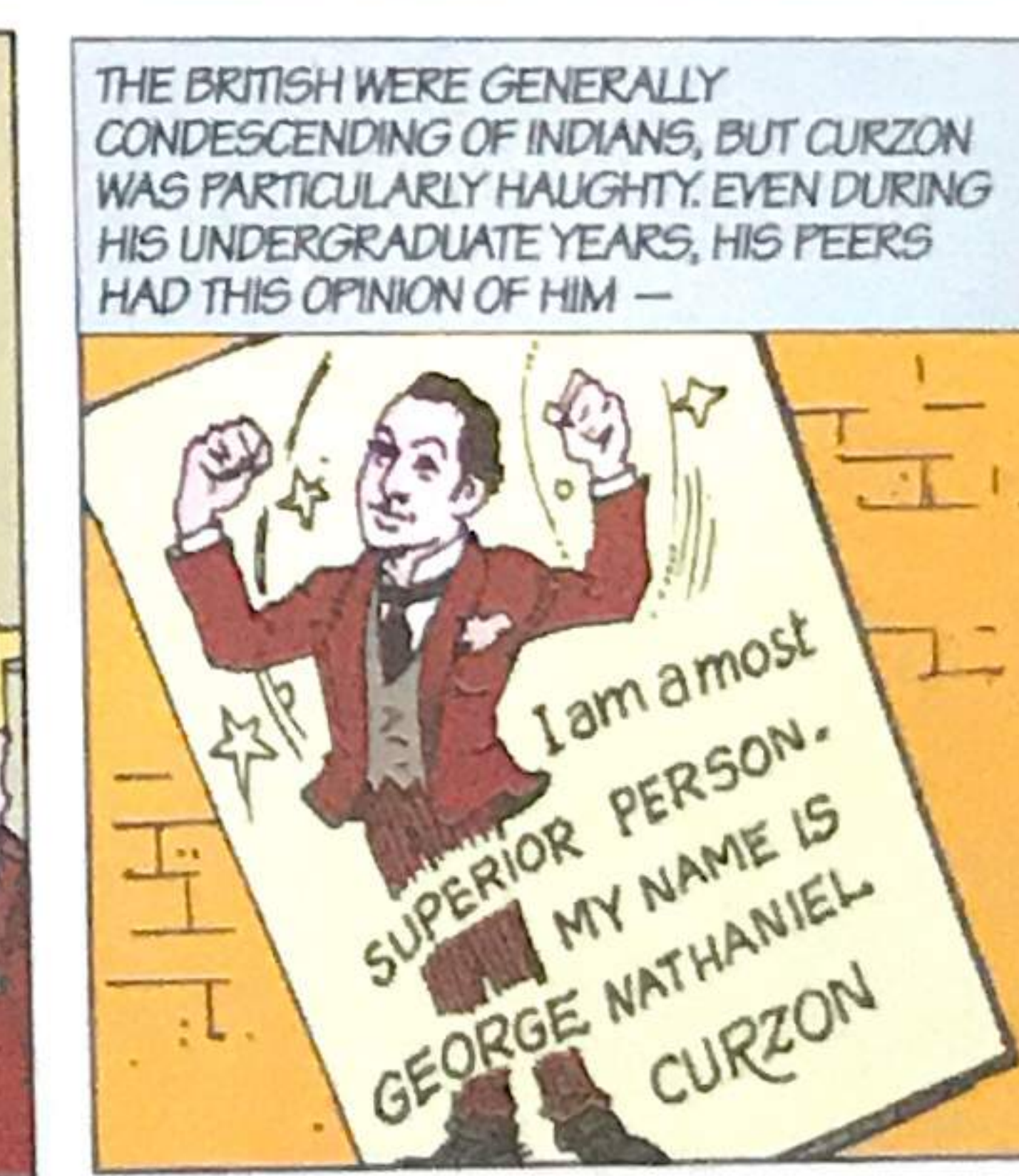


1892 WAS ALSO THE YEAR IN WHICH JAMSETJI'S YOUNGER SON, RATAN TATA, MARRIED NAJIA SETH.

THE UNIVERSITY WAS JAMSETJI'S MOST CHERISHED DREAM. IN 1899, A DELEGATION MET VICEROY CURZON TO SEEK GOVERNMENT COOPERATION TO ENDOW SCIENCE RESEARCH INSTITUTIONS.



CURZON'S REACTION WAS DISMISSIVE.



JAMSETJI HAD FACED MANY HURDLES BEFORE. THE BIGGEST SO FAR WAS LORD CURZON. BUT JAMSETJI POSSESSED A WILL OF STEEL.

I SHOULDN'T DELAY MY PLANS FOR CURZON.



HE ASKED A YOUNG PROFESSOR, BURJORJI PADSHAH, TO CARRY THE WORK FORWARD.

BURJORJI, VISIT THE BEST UNIVERSITIES OF EUROPE AND AMERICA...

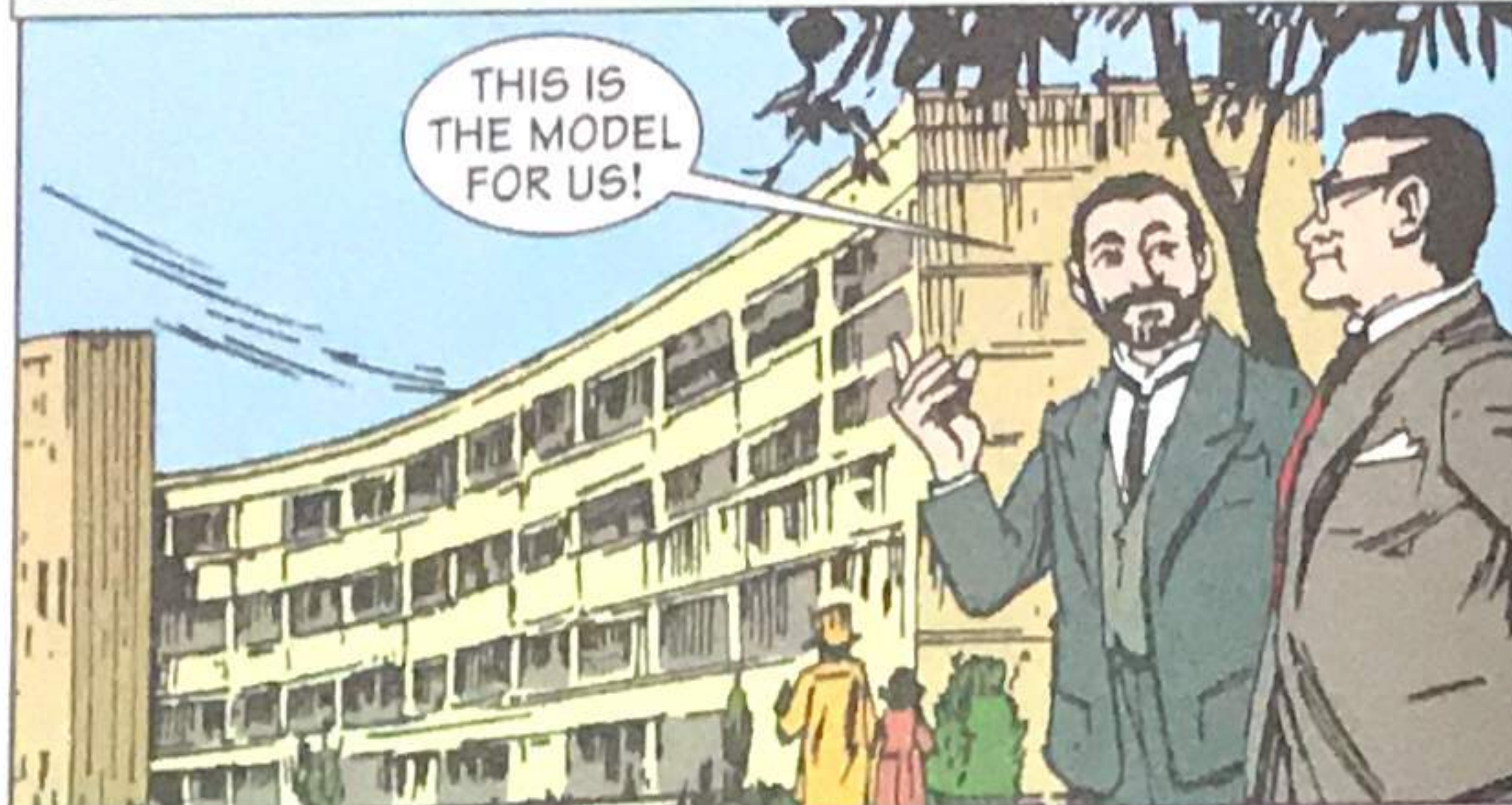


...AND SUGGEST THE MOST SUITABLE MODEL FOR US.



BURJORJI TRAVELLED FOR 18 MONTHS. HE WAS REALLY IMPRESSED BY JOHN HOPKINS UNIVERSITY IN BALTIMORE, USA.

THIS IS THE MODEL FOR US!



HE RETURNED TO INDIA IN 1898. IN THE SAME YEAR, DORAB TATA WAS MARRIED TO MEHERBAI BHABHA.

JAMSETJI NOW HAD AN IDEAL MODEL. BUT CURZON WAS NOT BUDGING. NEITHER WAS JAMSETJI. THUS ENSUED A BATTLE OF WITS.

THE GOVERNMENT WILL NOT ASK THE RAJAS TO FINANCE YOUR UNIVERSITY.



WE WILL APPROACH THEM ON OUR OWN.



THIS IS A COVERT ATTEMPT TO SEEK PERSONAL GLORY.



I HAVE NEVER ATTACHED MY NAME TO MY ENTERPRISE.

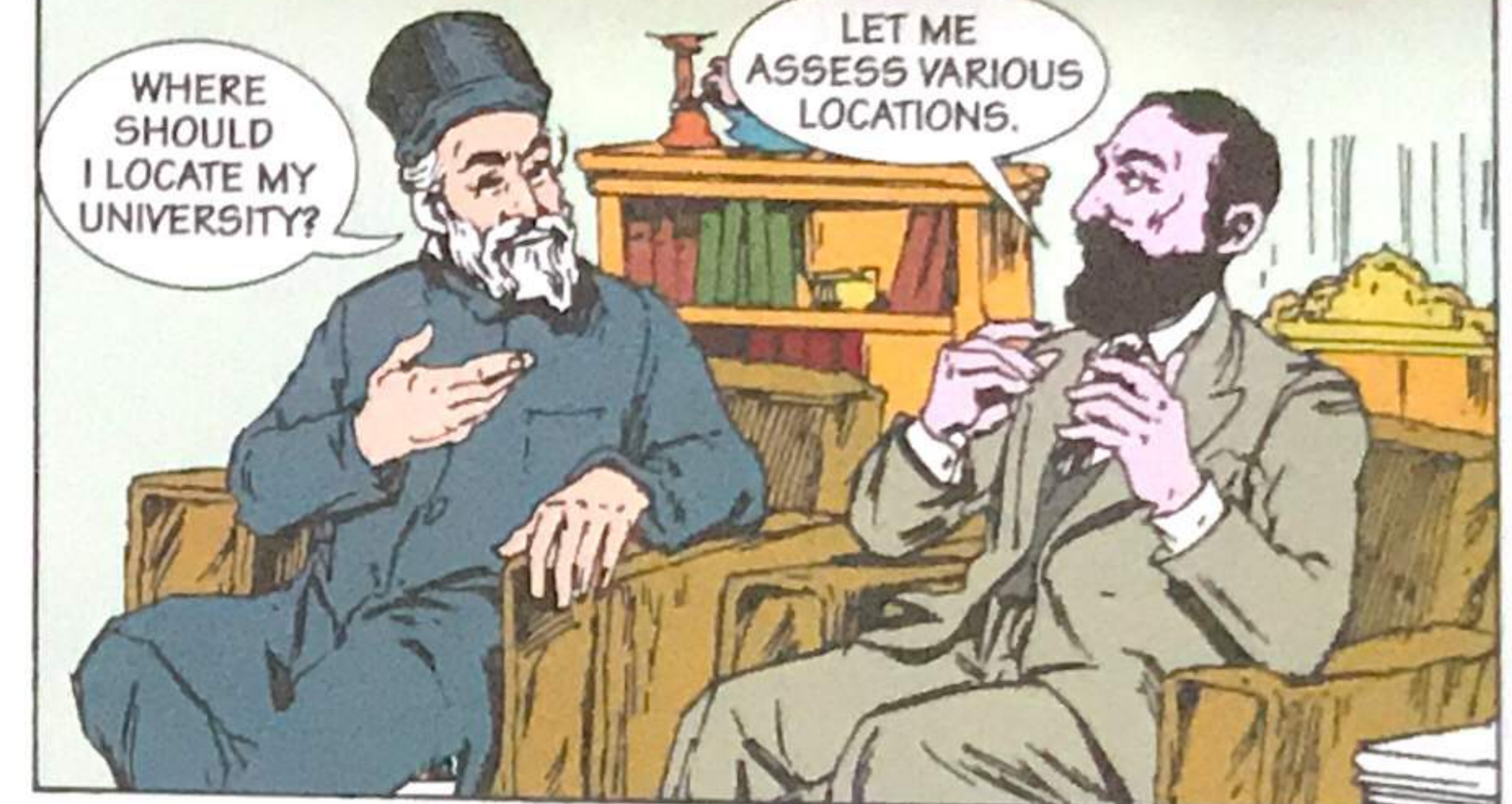


THE UNIVERSITY IS A NATIONAL PROJECT. IT WILL BEAR A NATIONAL NAME!



JAMSETJI ALWAYS SOUGHT THE ADVICE OF THE BEST BRAINS. FOR HIS UNIVERSITY, HE CONSULTED NOBEL LAUREATE DR. WILLIAM RAMSAY, THE INVENTOR OF NEON, INVITING HIM TO INDIA IN 1900.

WHERE SHOULD I LOCATE MY UNIVERSITY?



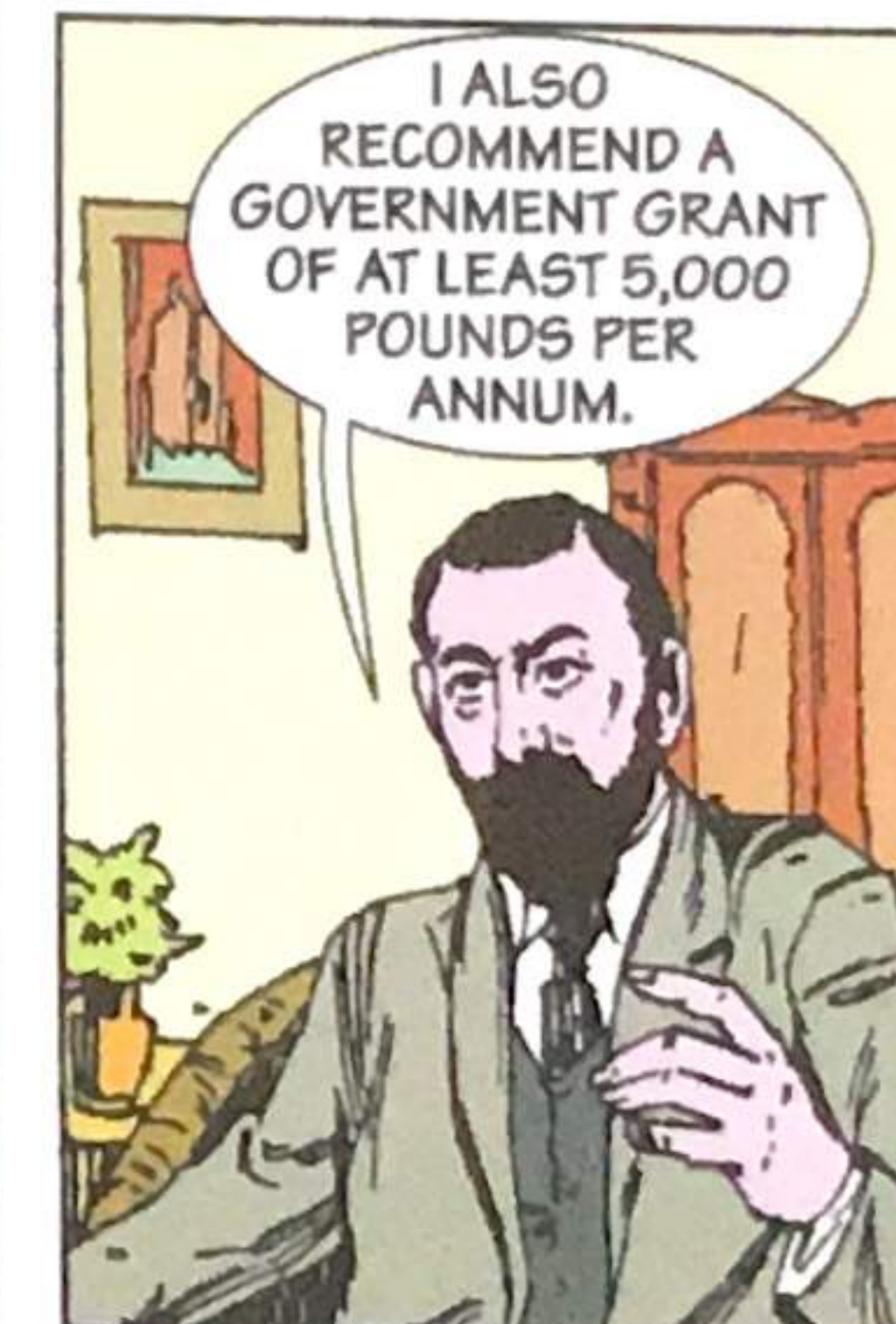
LET ME ASSESS VARIOUS LOCATIONS.

THERE WERE THREE FEASIBLE LOCATIONS - MUMBAI, MYSORE AND BANGALORE.



I RECOMMEND BANGALORE!

I ALSO RECOMMEND A GOVERNMENT GRANT OF AT LEAST 5,000 POUNDS PER ANNUM.



BUT CURZON WAS AS OBSTINATE AS EVER.

NOTHING MORE THAN 2,000 POUNDS.



I OFFER A THIRD OF MY LANDED PROPERTY. THE GOVERNMENT SHOULD AT LEAST MATCH THAT.



2,000 POUNDS AND NOT A FARTHING MORE!



I HAVE TWO SONS. I ADOPT THE UNIVERSITY AS MY THIRD!



I WILL WRITE A CODICIL TO MY WILL.



THE BATTLE CONTINUED. CURZON REMAINED ARROGANT AND ADAMANT. FINALLY, JAMSETJI DECIDED TO APPROACH THE SECRETARY FOR INDIA, OVER CURZON'S HEAD.

ON JANUARY 20, 1904, A FEW MONTHS BEFORE HIS DEATH, JAMSETJI WROTE A CODICIL TO HIS WILL.
IF THE UNIVERSITY IS REALISED AFTER MY DEATH, THE EXECUTORS OF MY WILL SHALL PROVIDE SUFFICIENT PROPERTY OR FUNDS OUT OF MY GENERAL ESTATE.

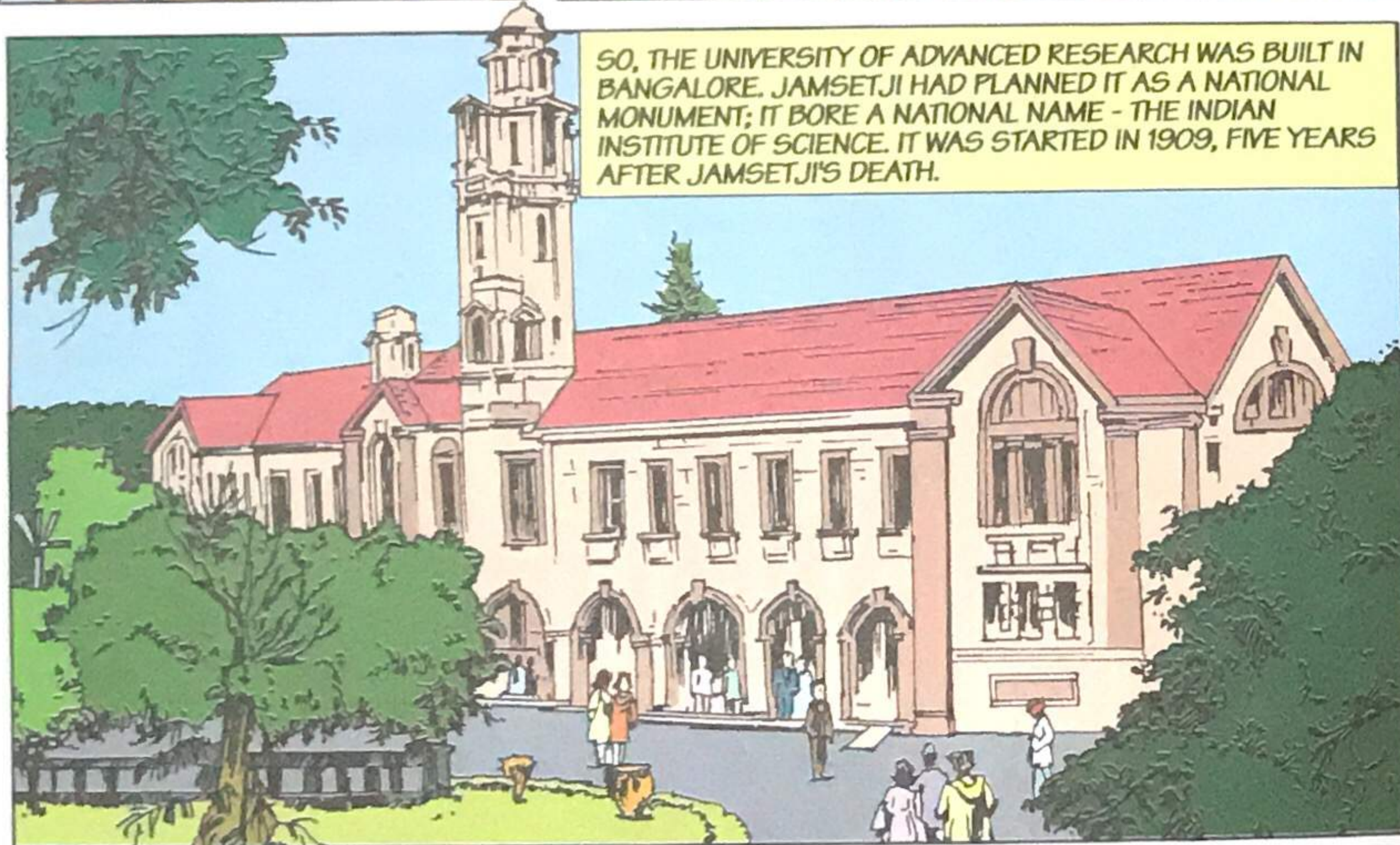


JAMSETJI'S PERSISTENT EFFORTS PREVAILED. CURZON EVENTUALLY RELENTED UNDER PRESSURE FROM HIGHER OFFICIALS IN LONDON.



ALL RIGHT, THE TATAS CAN BUILD THEIR UNIVERSITY.

SO, THE UNIVERSITY OF ADVANCED RESEARCH WAS BUILT IN BANGALORE. JAMSETJI HAD PLANNED IT AS A NATIONAL MONUMENT; IT BORE A NATIONAL NAME - THE INDIAN INSTITUTE OF SCIENCE. IT WAS STARTED IN 1909, FIVE YEARS AFTER JAMSETJI'S DEATH.



THE OUTREACH OF THE INSTITUTE WAS UNPARALLELED. IT HAD A DIRECT ROLE IN THE CREATION OF VARIOUS INSTITUTIONS OF REPUTE.

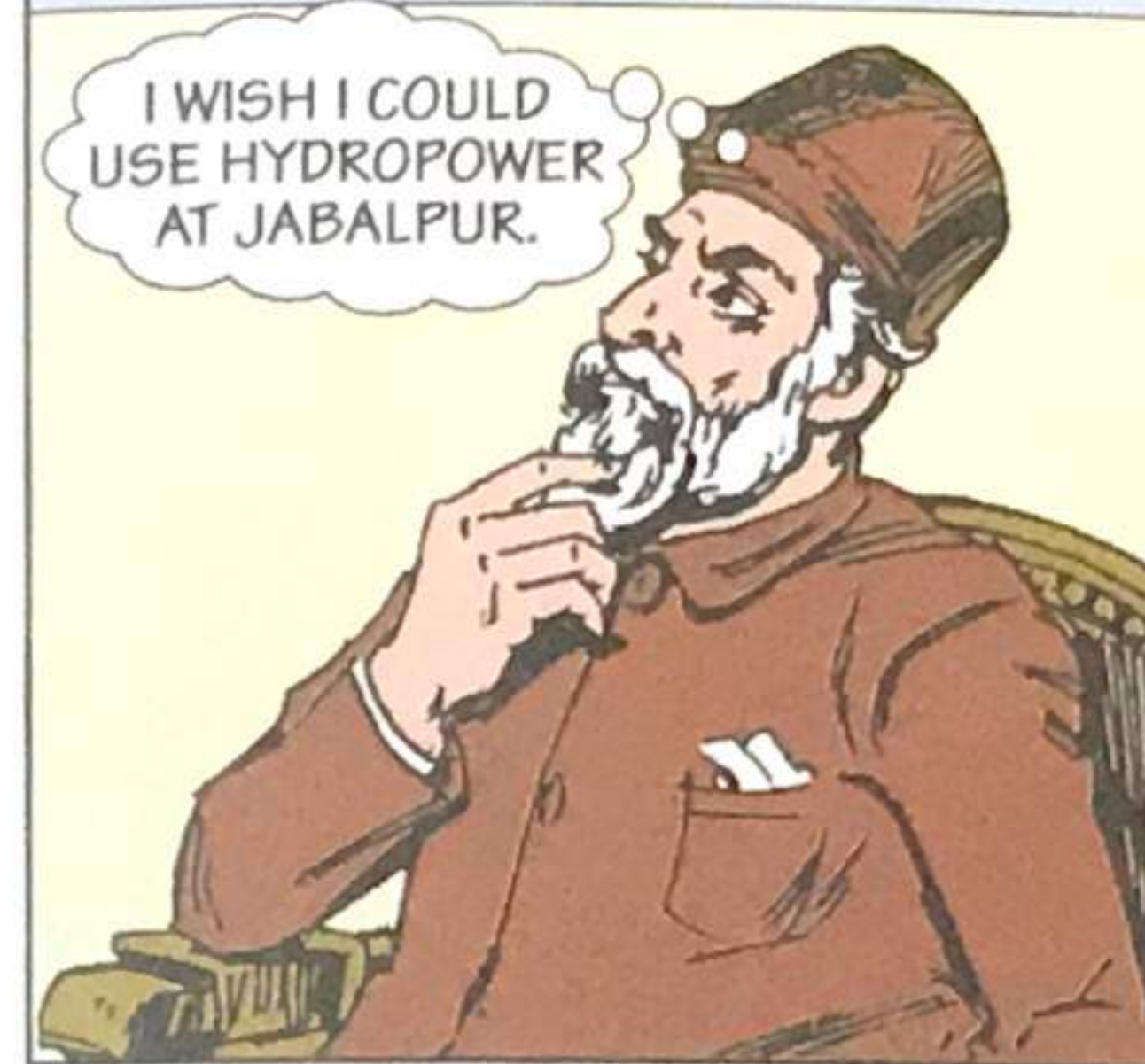


CENTRAL FOOD TECHNOLOGICAL RESEARCH INSTITUTE, MYSORE

INDIA LAC RESEARCH INSTITUTE, RANCHI

BHABHA ATOMIC RESEARCH CENTRE, MUMBAI

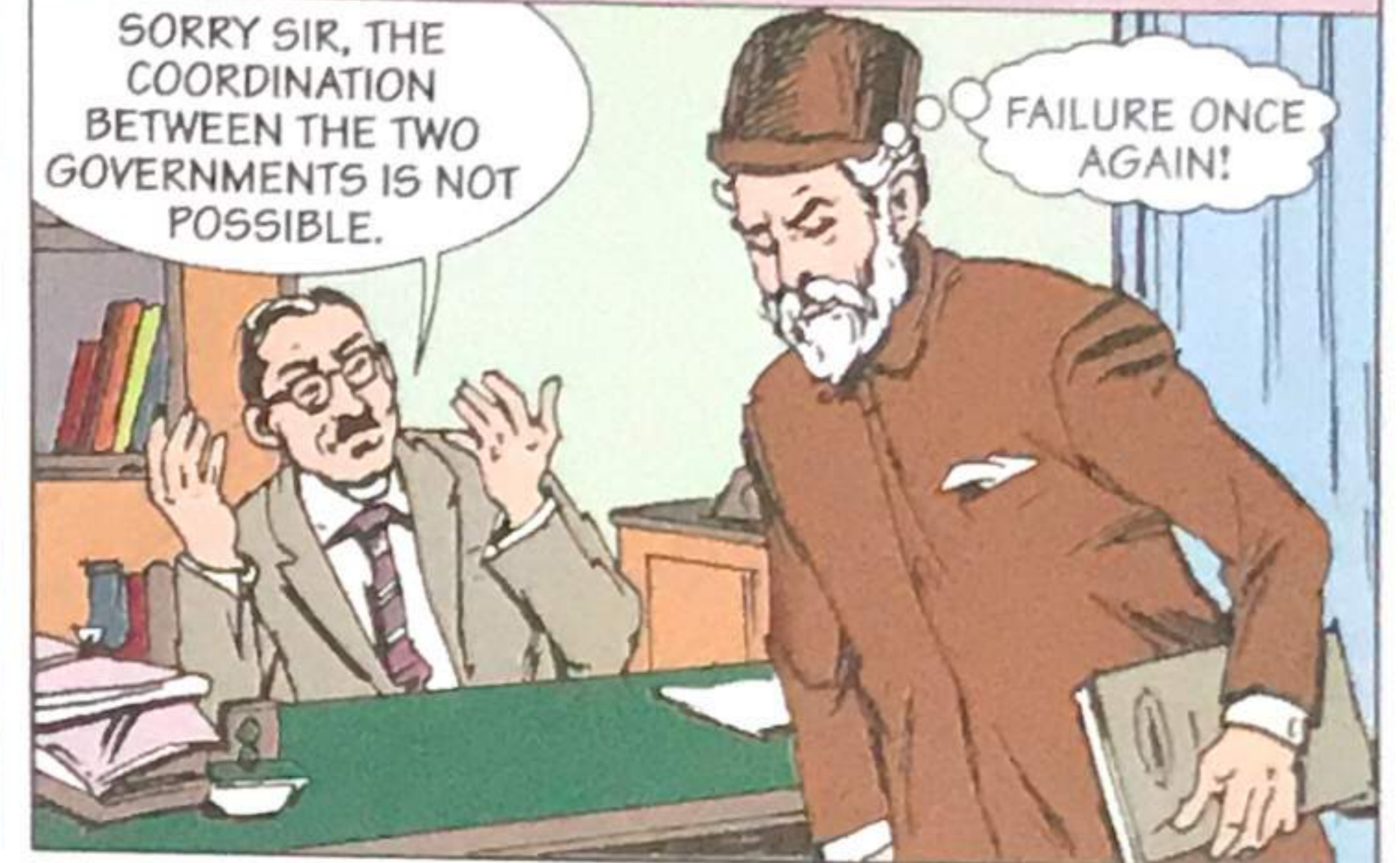
ANOTHER CHERISHED DREAM OF JAMSETJI TATA WAS HYDROPOWER. HIS FIRST ATTEMPT AT JABALPUR HAD NOT SUCCEEDED.



I WISH I COULD USE HYDROPOWER AT JABALPUR.

JAMSETJI TATA

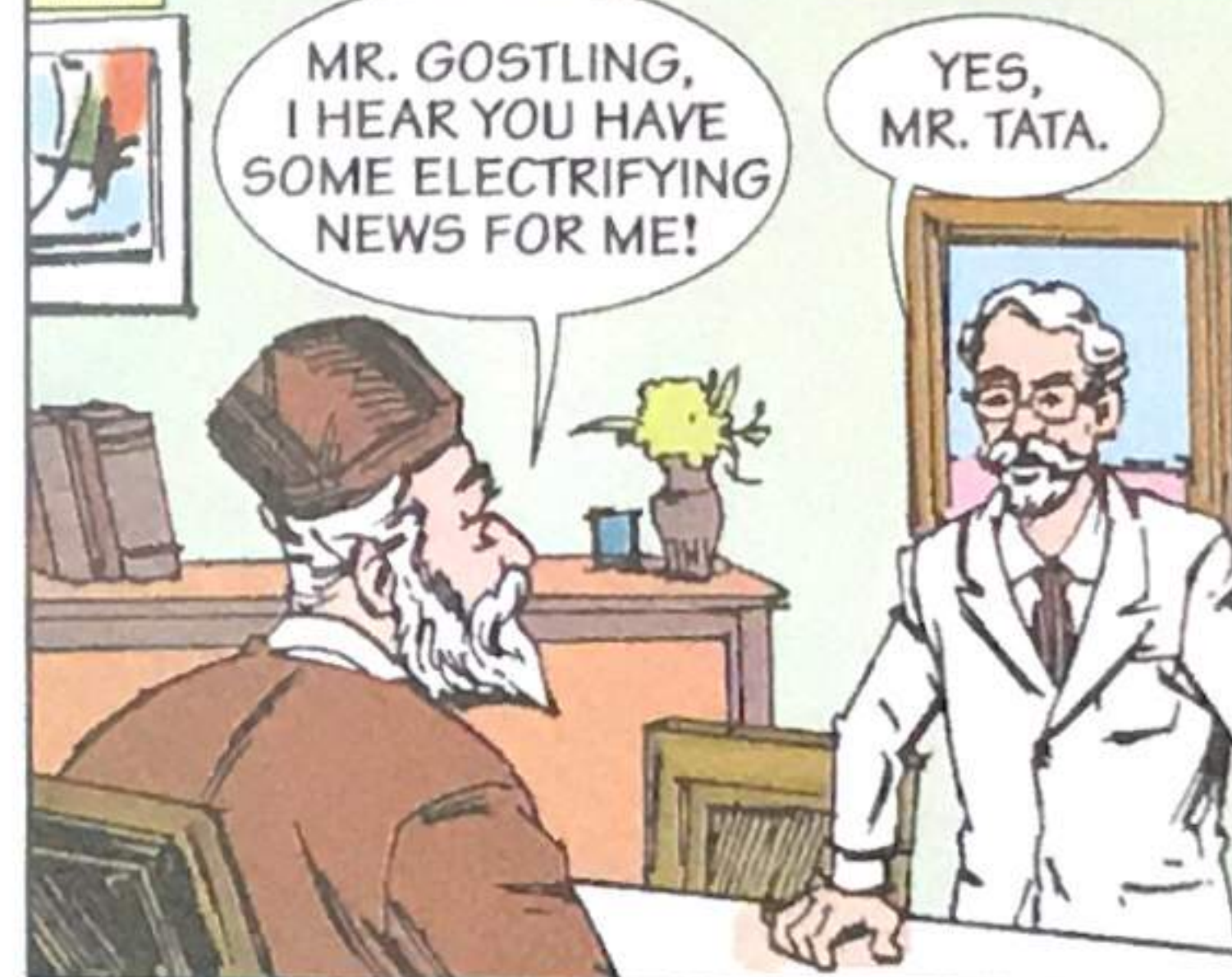
THE SECOND ATTEMPT WAS MADE AT GOA'S DUDHSAGAR FALLS. GOA WAS UNDER PORTUGUESE RULE AND MUMBAI UNDER THE BRITISH.



SORRY SIR, THE COORDINATION BETWEEN THE TWO GOVERNMENTS IS NOT POSSIBLE.

FAILURE ONCE AGAIN!

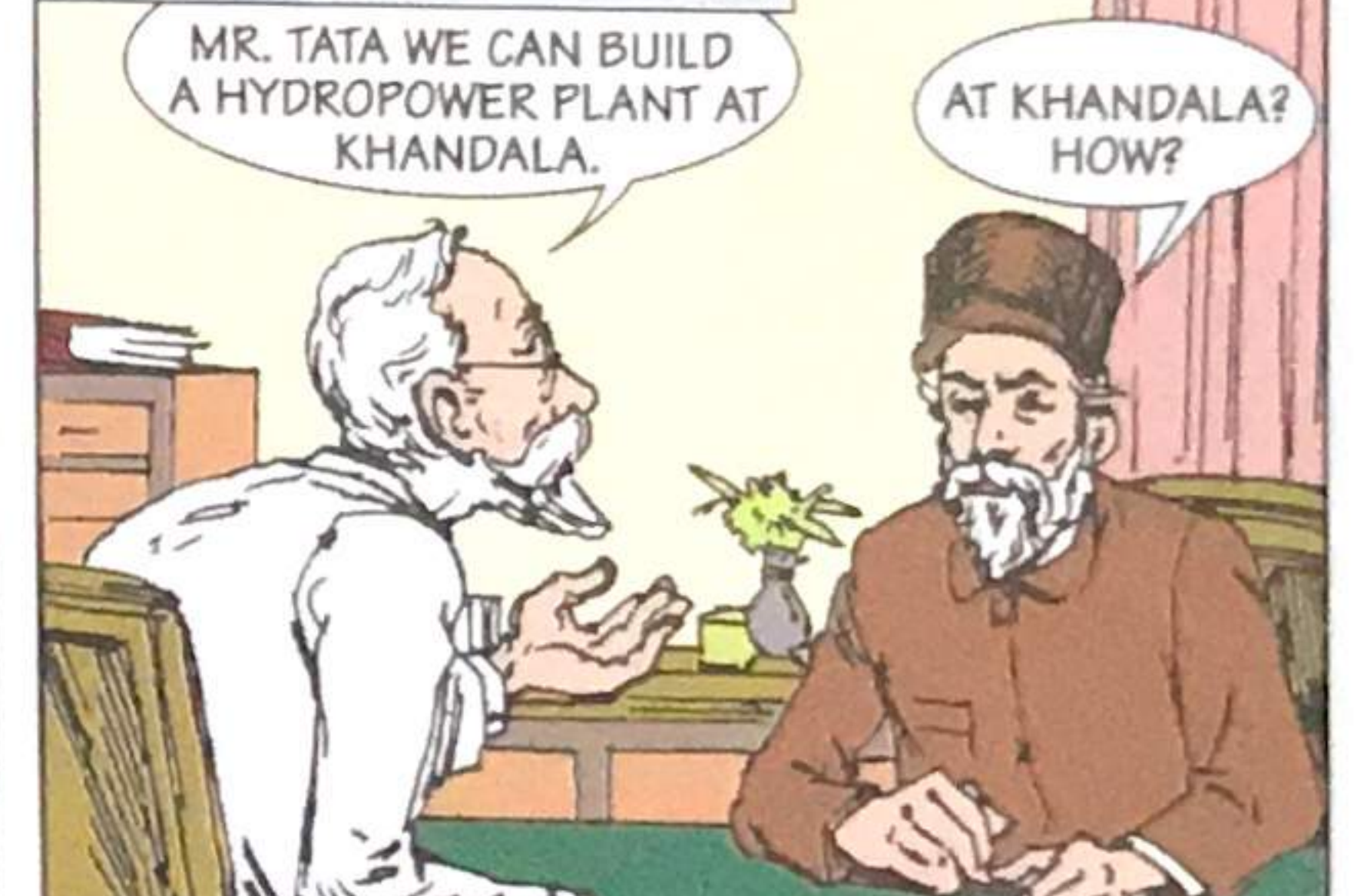
THEN JAMSETJI RECEIVED NEWS THAT RECHARGED HIM.



MR. GOSTLING, I HEAR YOU HAVE SOME ELECTRIFYING NEWS FOR ME!

YES, MR. TATA.

GOSTLING, A MUMBAI ARCHITECT, HAD WHAT JAMSETJI WAS WAITING FOR SINCE YEARS.



MR. TATA WE CAN BUILD A HYDROPOWER PLANT AT KHANDALA.

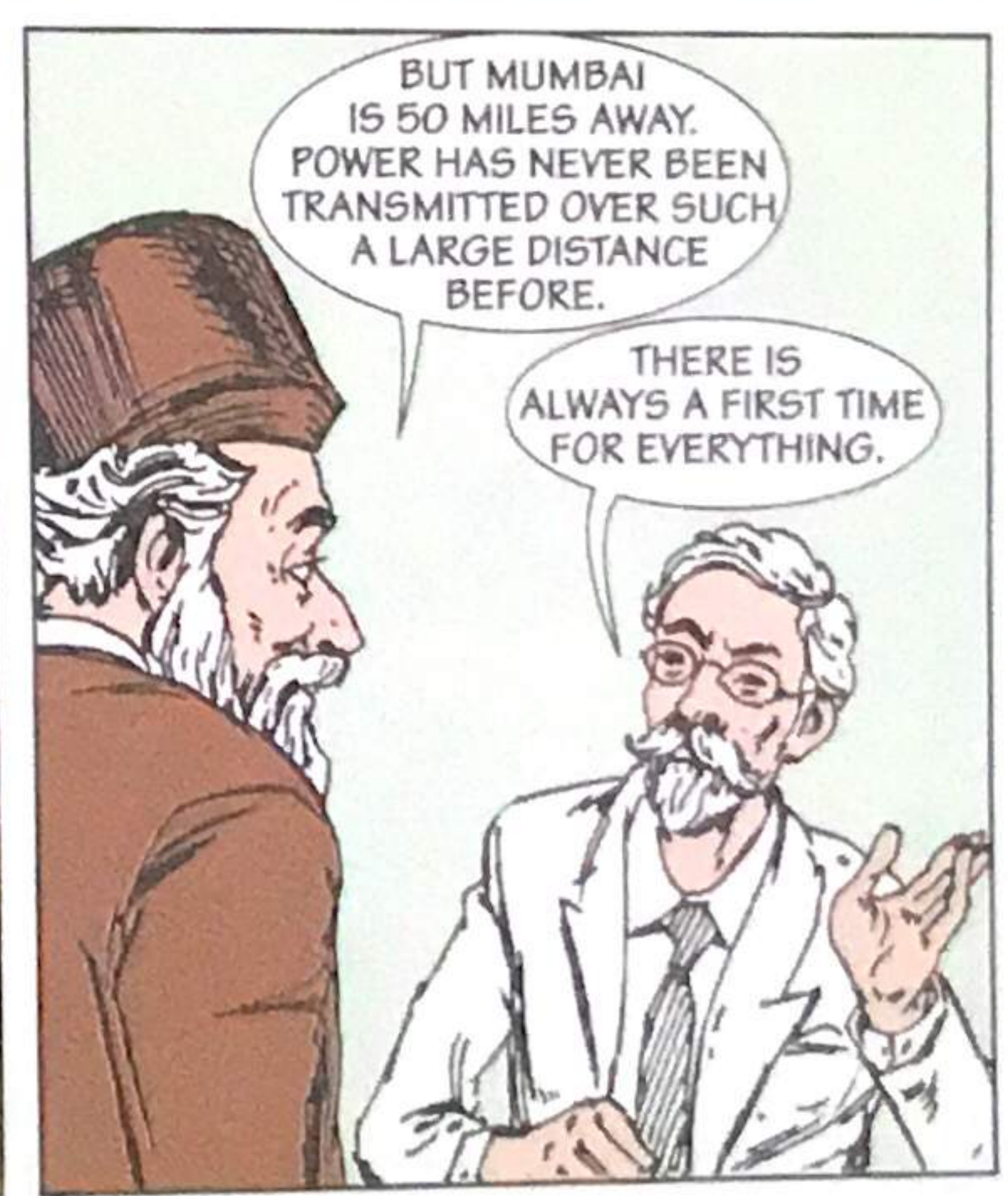
AT KHANDALA? HOW?

KHANDALA, A HILLY REGION SOME 50 MILES FROM MUMBAI, RECEIVED HEAVY RAINFALL.



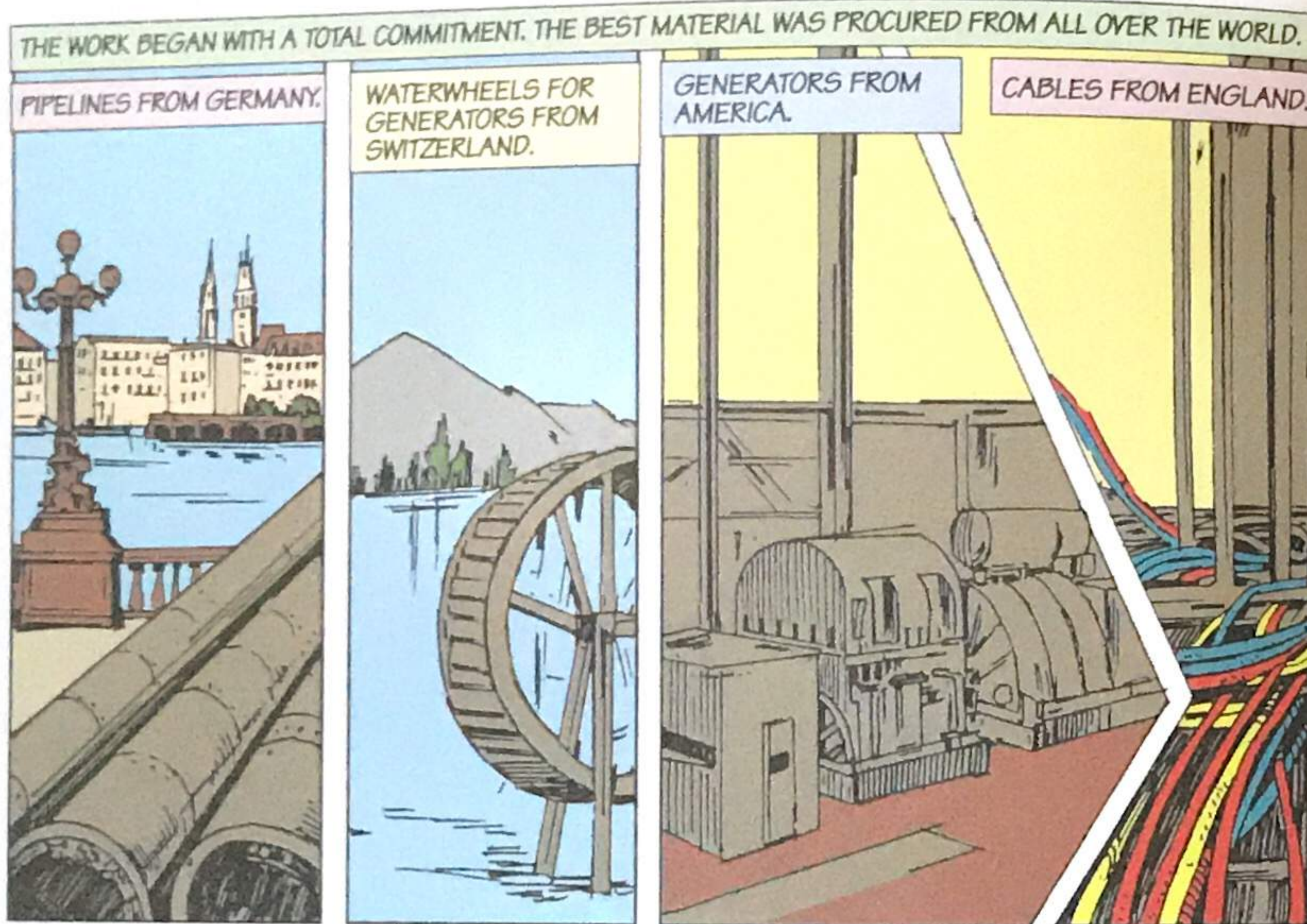
WE WILL CONSTRUCT A LAKE AND CREATE AN ARTIFICIAL WATERFALL.

BRILLIANT!

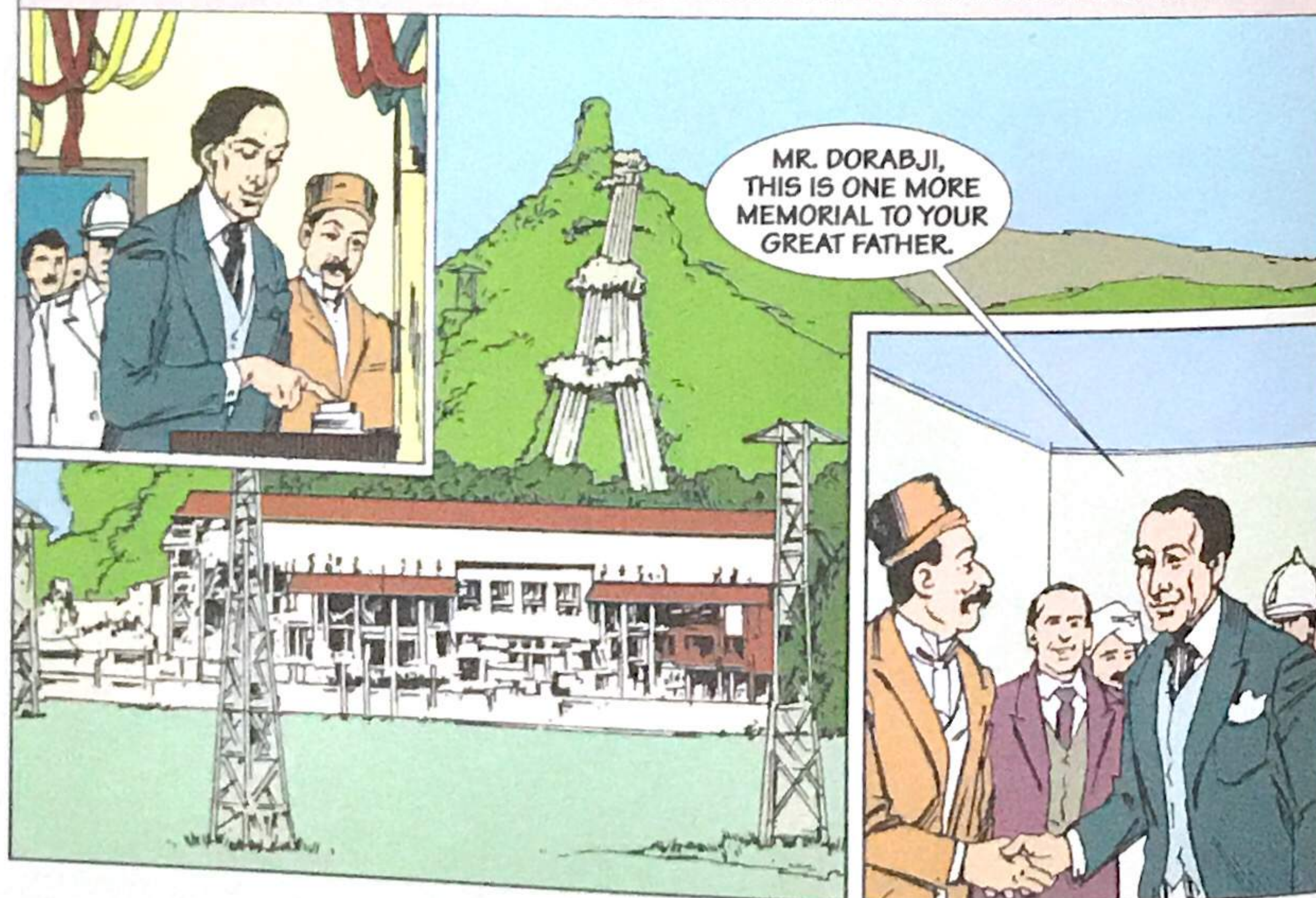


BUT MUMBAI IS 50 MILES AWAY. POWER HAS NEVER BEEN TRANSMITTED OVER SUCH A LARGE DISTANCE BEFORE.

THERE IS ALWAYS A FIRST TIME FOR EVERYTHING.



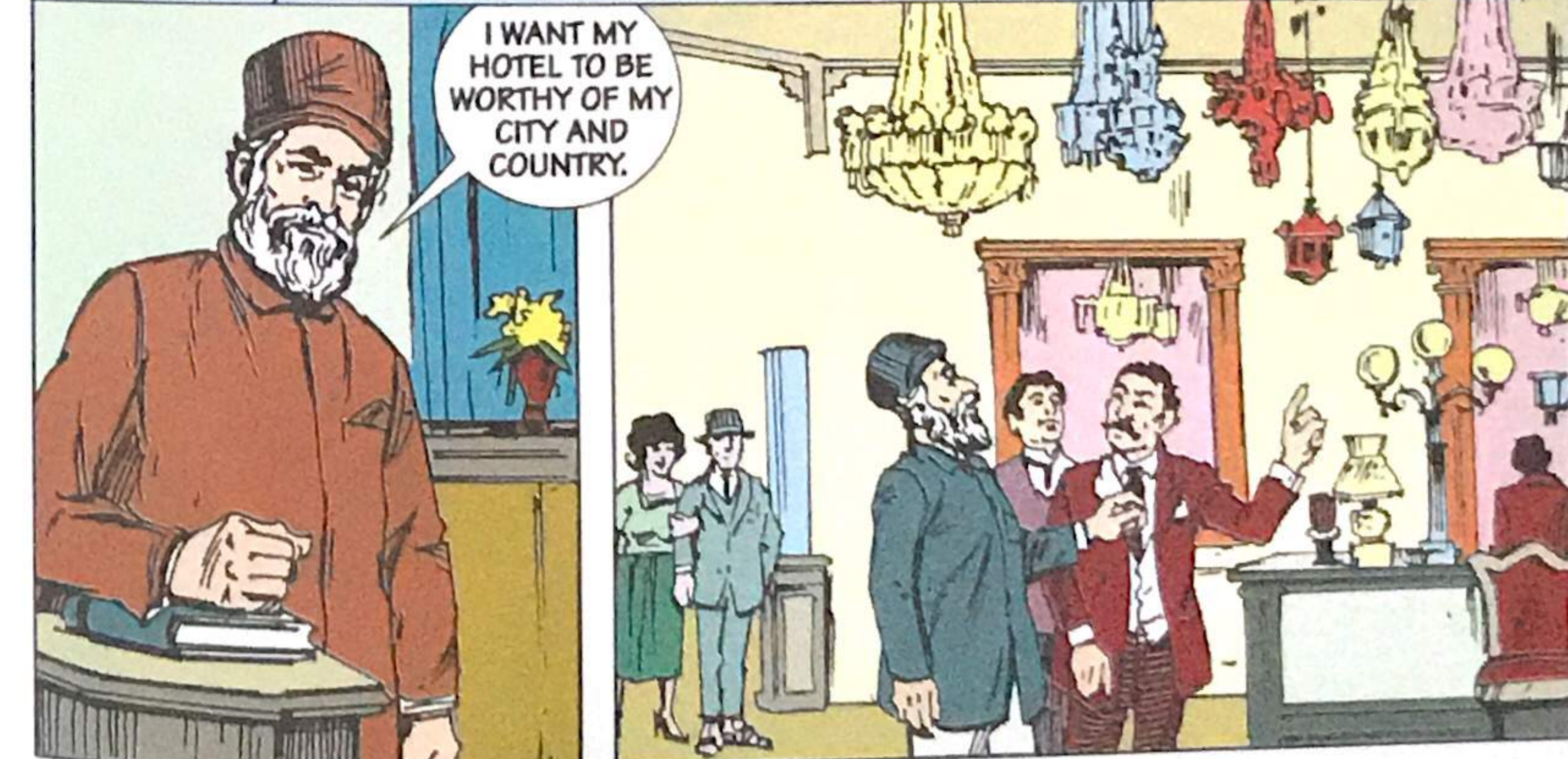
THE FOUNDATION OF THE WALWHAN DAM WAS LAID IN FEBRUARY 1911, A FEW YEARS AFTER JAMSETJI'S DEATH. EXACTLY FOUR YEARS LATER, LORD WILLINGDON PRESSED A SWITCH AND ELECTRICITY FLOWED TO MUMBAI.



ON NOVEMBER 1, 1898, JAMSETJI ACQUIRED TWO AND A HALF ACRES OF LAND OPPOSITE APOLLO BUNDER IN MUMBAI.

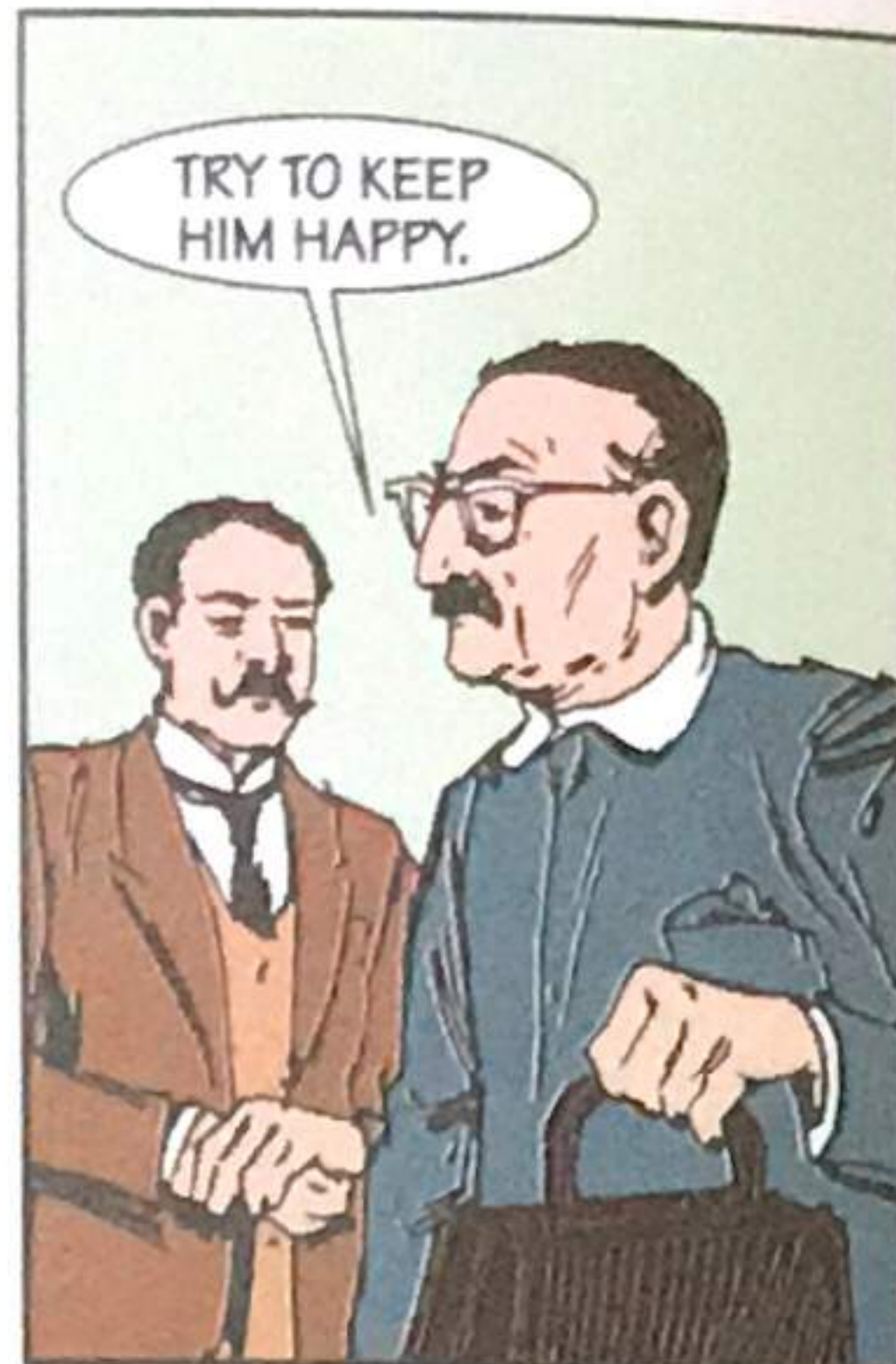


JAMSETJI SPARED NO EXPENSE TO MAKE THE TAJ A FABULOUS HOTEL. HE PERSONALLY WENT TO ORDER ELECTRICAL MACHINERY FROM DUSSELDORF, CHANDELIERS FROM BERLIN AND CAST IRON PILLARS (STILL EXISTING) FROM A PARIS EXHIBITION.

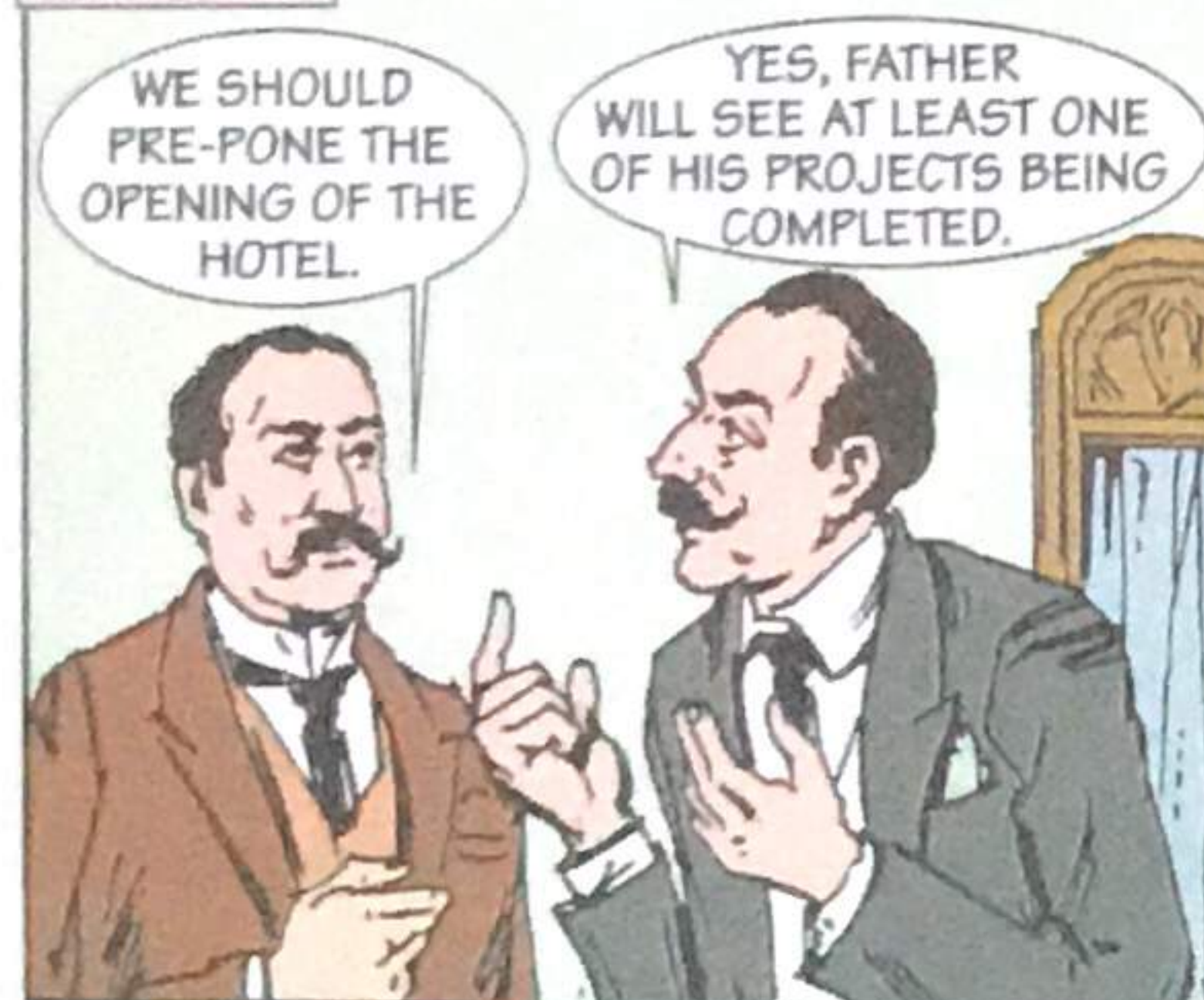


* A "BHATTARKHANA" IS AN EATING JOINT. IN INDIA, MOST EATING PLACES ADDRESS THEMSELVES AS 'HOTELS'.

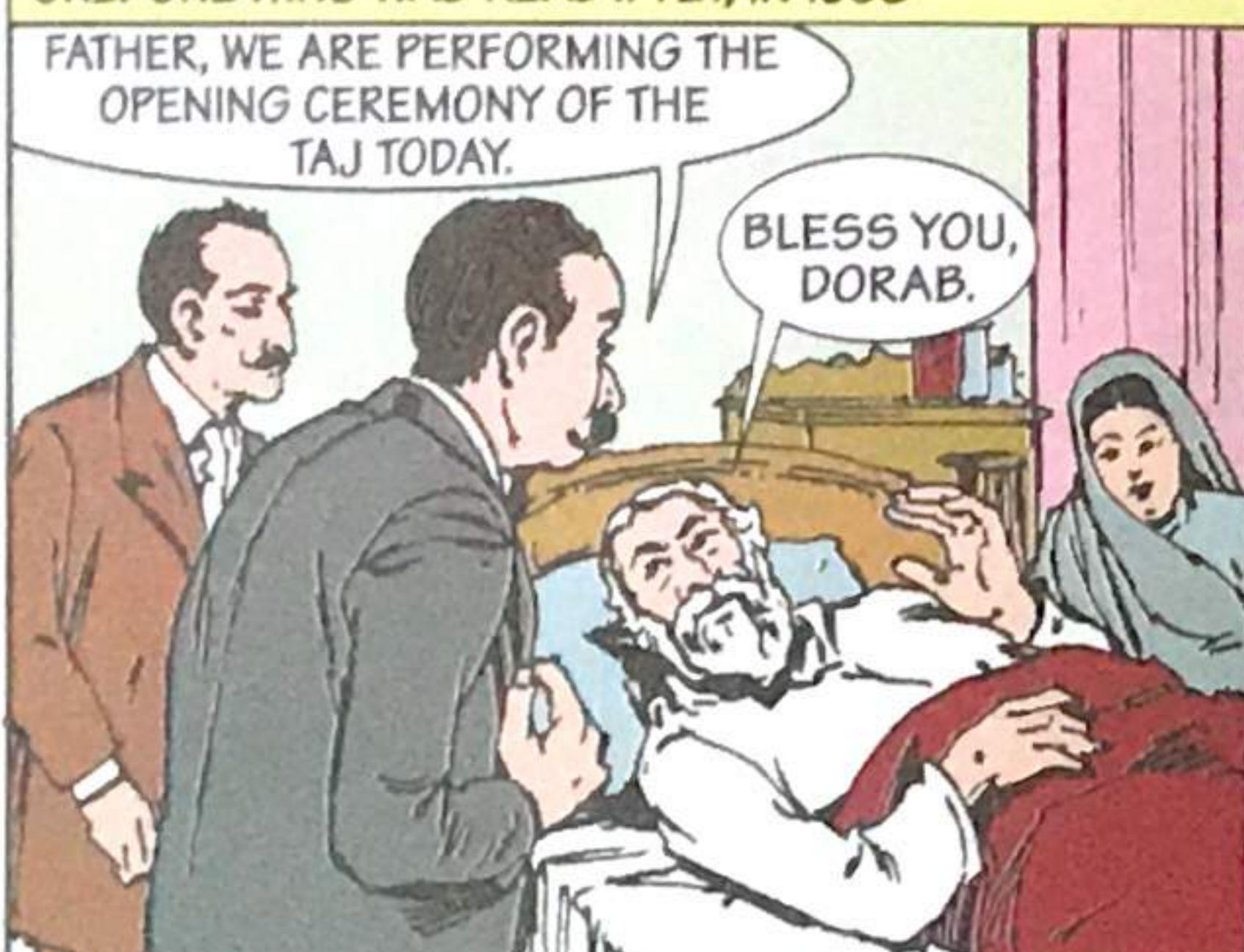
THE YEARS OF TOIL HAD AN ADVERSE EFFECT ON JAMSETJI'S HEALTH. AGE WAS CATCHING UP TO HIM.



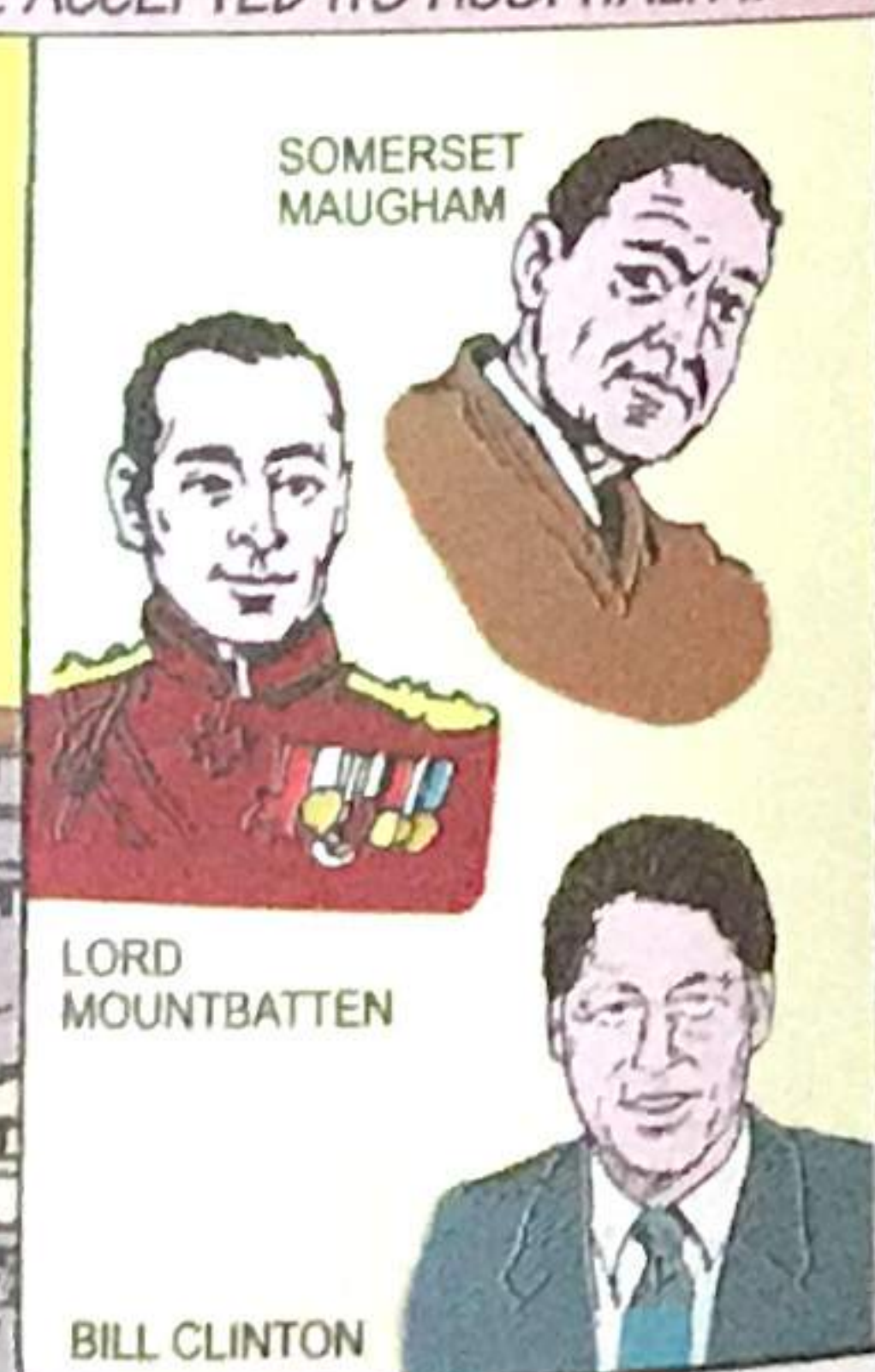
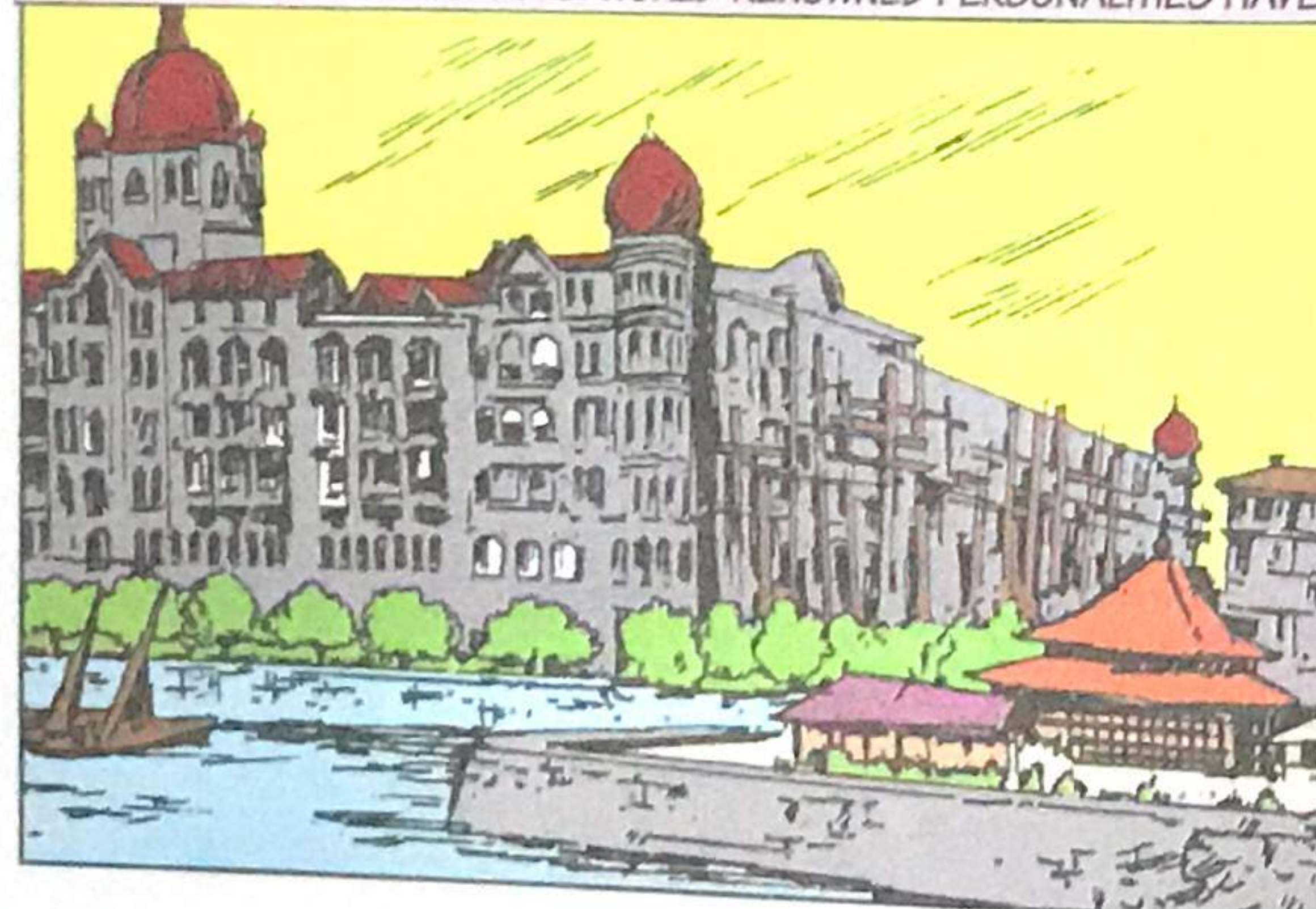
NONE OF JAMSETJI'S DREAM PROJECTS HAD BEEN COMPLETED.



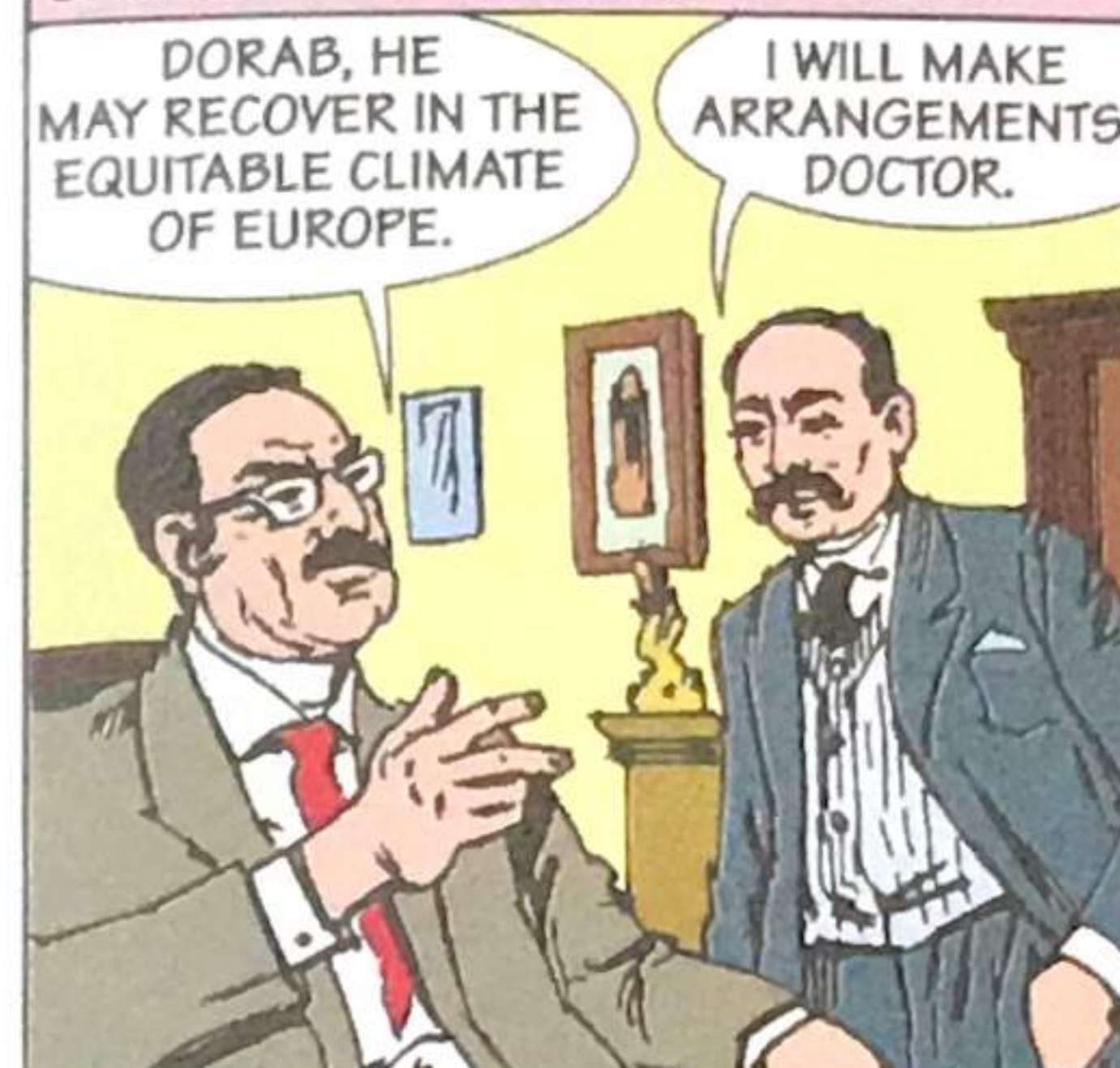
THE TAJ MAHAL HOTEL BUILDING TOO WAS INCOMPLETE. ONLY ONE WING WAS READY. YET, IN 1903 -



FOR SEVERAL DECADES, THE TAJ REMAINED THE ONLY WORLD-CLASS HOTEL IN INDIA. IT HAS BEEN FEATURED IN A HUNDRED BOOKS. WORLD-RENOWNED PERSONALITIES HAVE ACCEPTED ITS HOSPITALITY.



JAMSETJI NOW WAS 64. HIS HEALTH SHOWED NO SIGNS OF IMPROVEMENT.



JAMSETJI MOVED TO EUROPE FOR RECUPERATION.

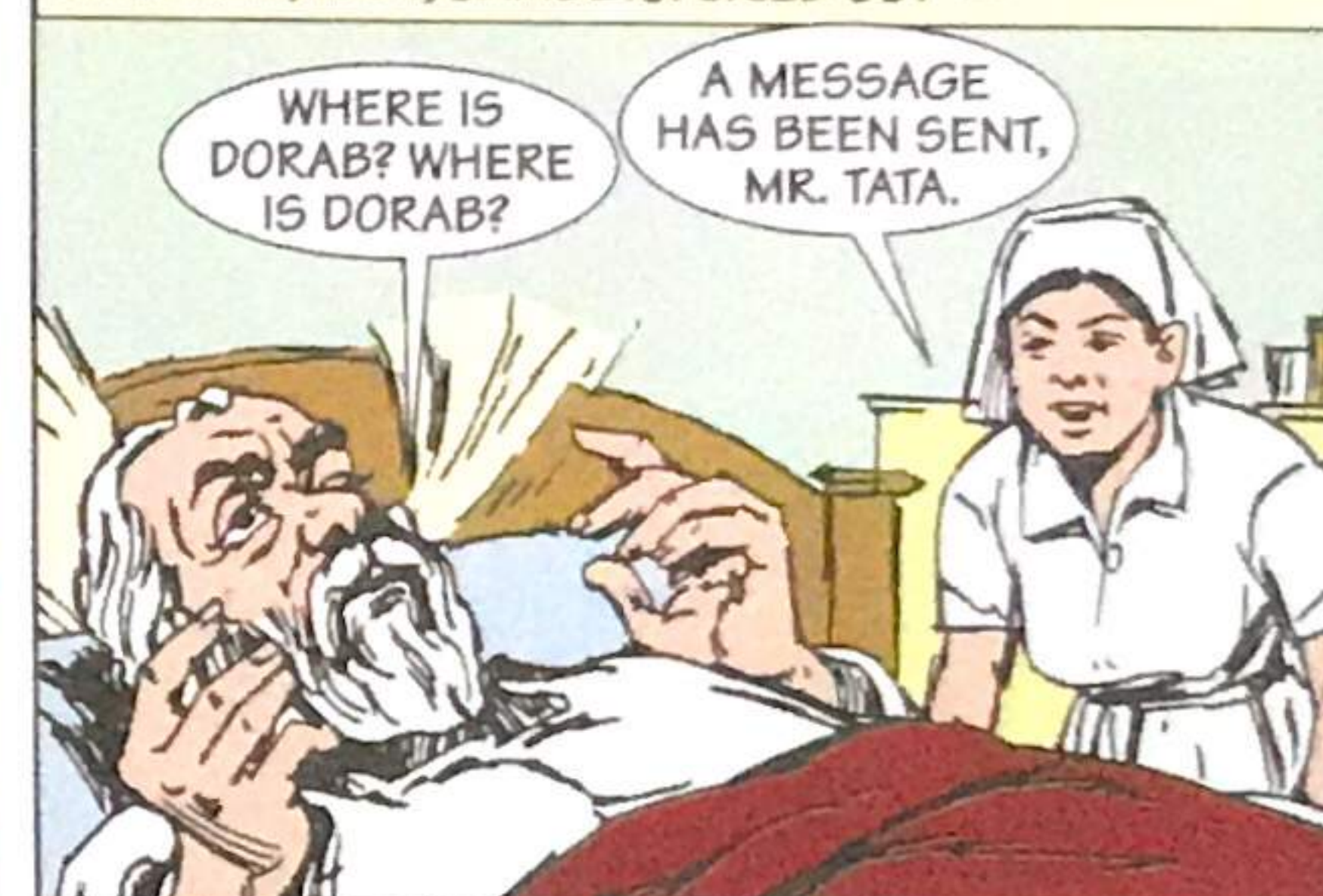


THE EUROPEAN CLIMATE DID NOT HELP. YEARS OF HECTIC SCHEDULES, TRAVELS ACROSS THE WORLD, AND A RICH SPICY DIET WERE TAKING THEIR TOLL.



ON MARCH 3, 1904, JAMSETJI'S WIFE HEERABAI PASSED AWAY.

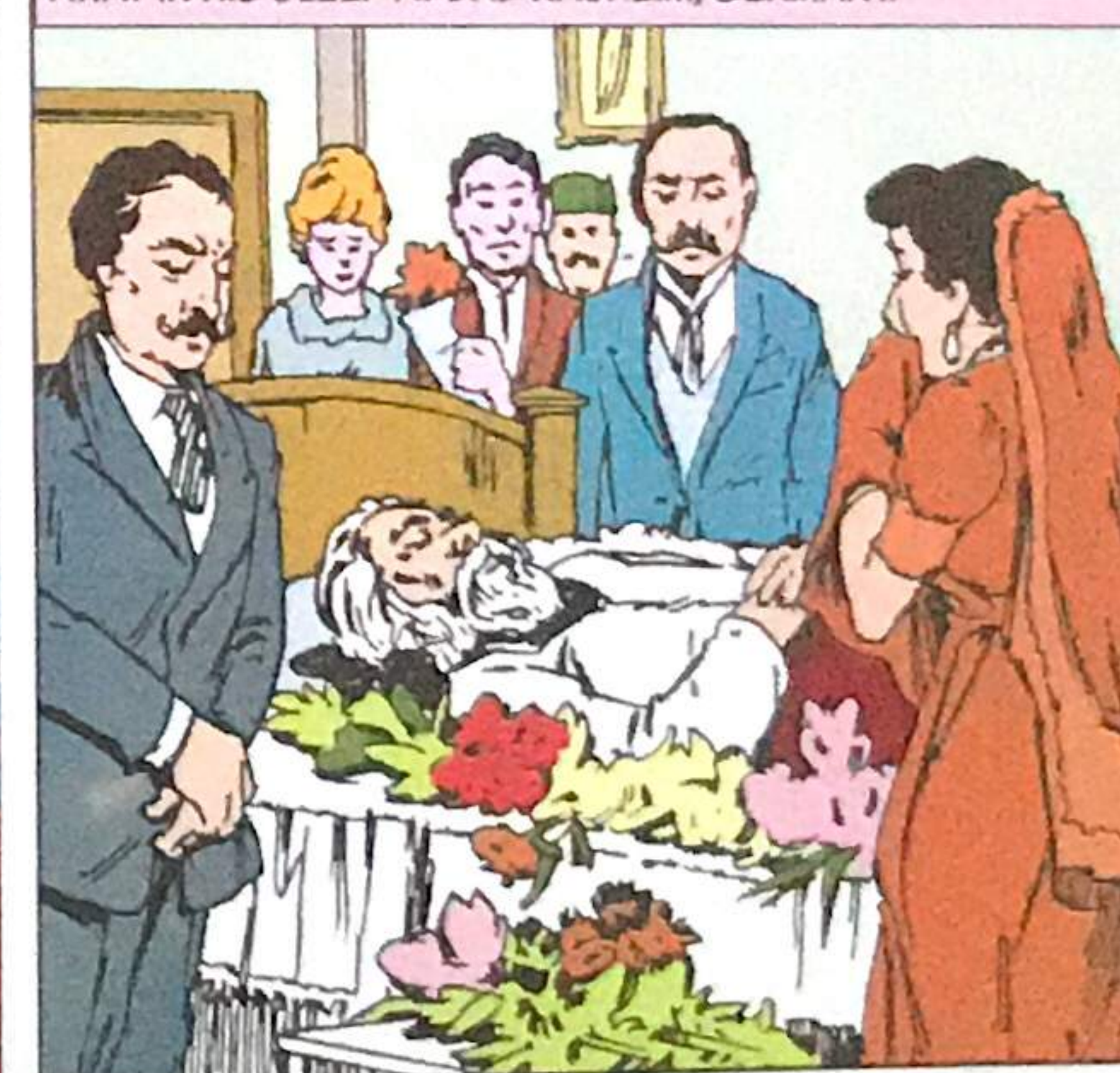
ON MAY 17, 1904, JAMSETJI CRIED OUT -



ON MAY 18, DORAB TATA AND HIS WIFE MEHERBAI, RUSHED TO JAMSETJI'S SIDE.

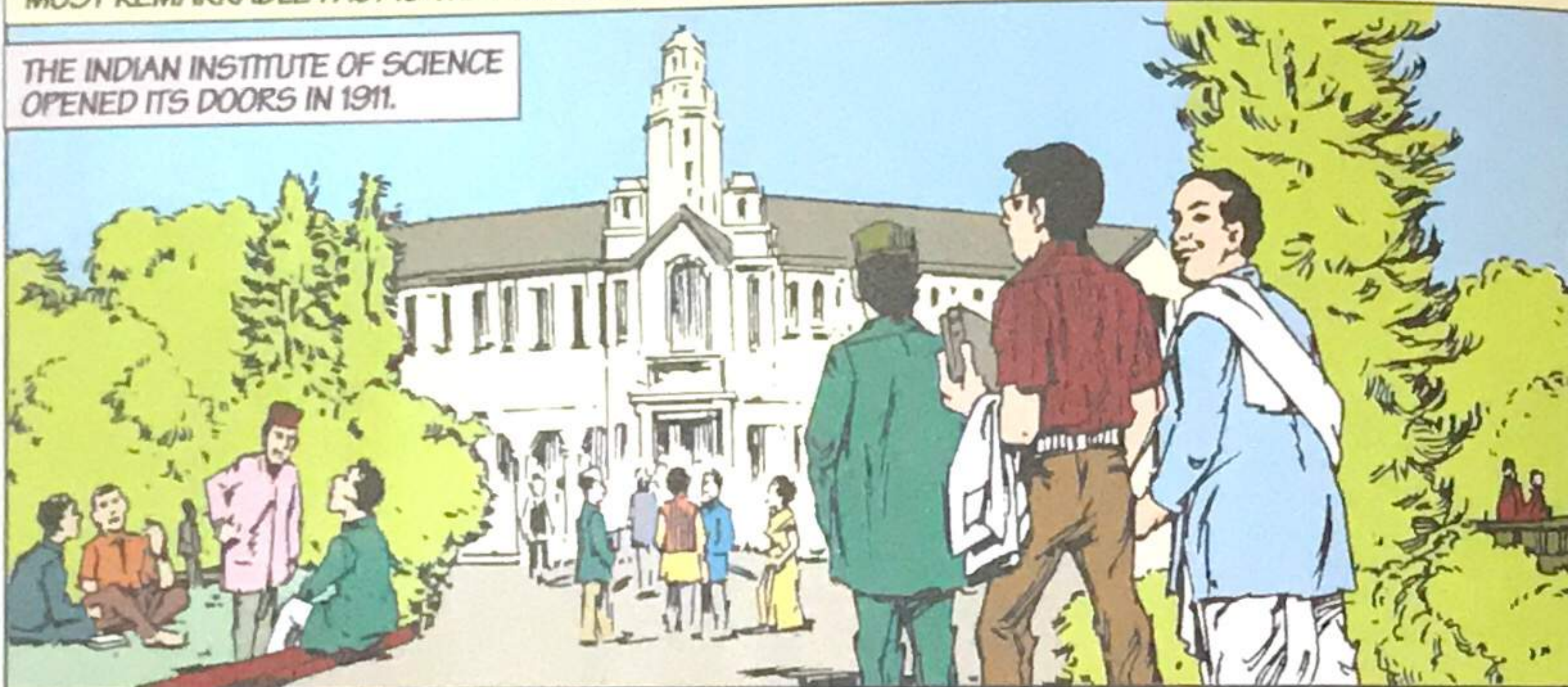


ON THE MORNING OF MAY 19, 1904, JAMSETJI TATA PASSED AWAY IN HIS SLEEP AT BAD NAUHEIM, GERMANY.



JAMSETJI WAS A THINKER, A PLANNER AND AN EXECUTOR OF HIS PLANS - A RARE COMBINATION. BUT THE MOST REMARKABLE FACT IS THAT ALL HIS MAJOR DREAMS WERE REALISED AFTER HIS DEATH.

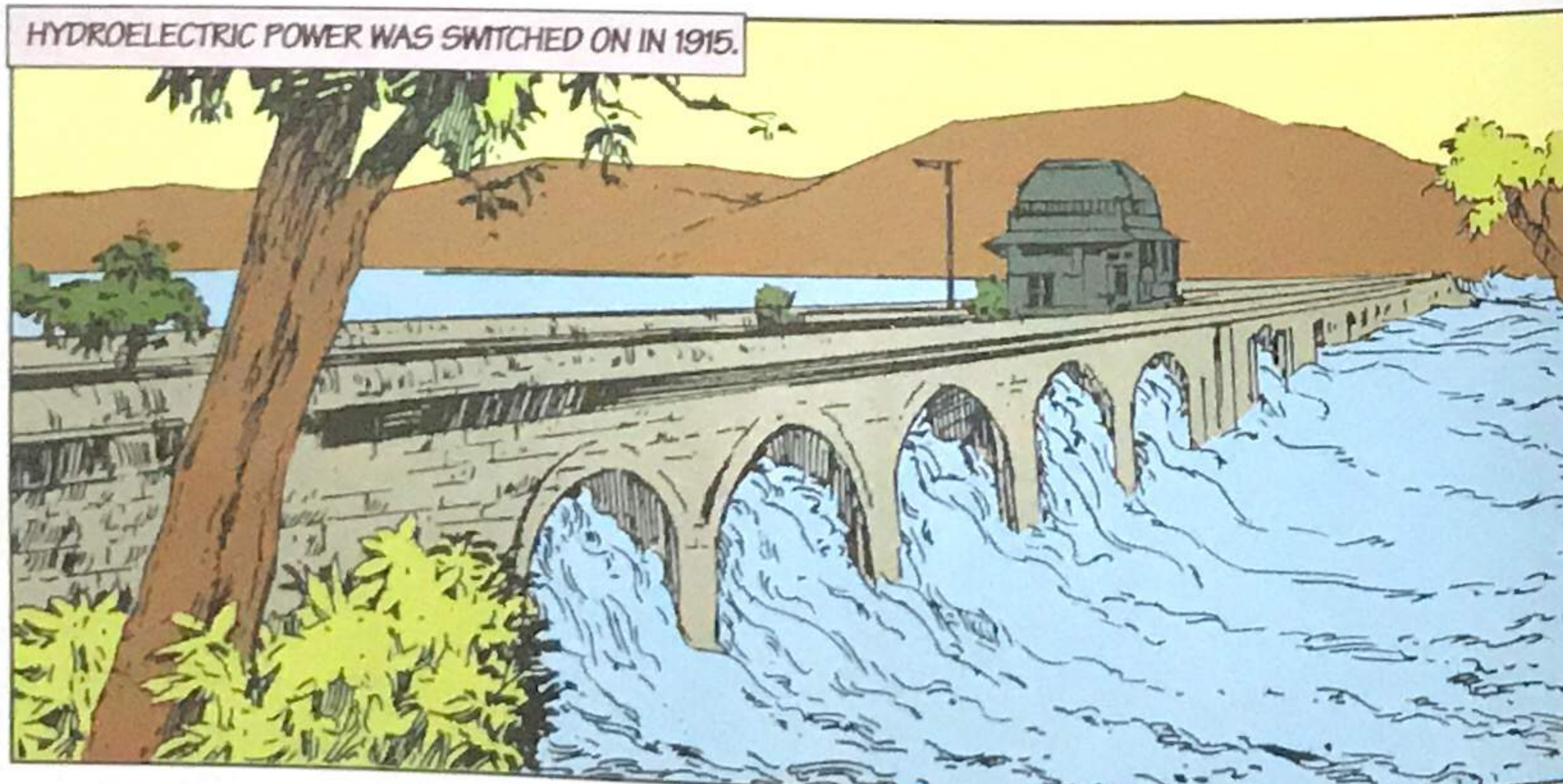
THE INDIAN INSTITUTE OF SCIENCE OPENED ITS DOORS IN 1911.



THE FIRST TATA STEEL INGOT ROLLED OUT IN 1912.



HYDROELECTRIC POWER WAS SWITCHED ON IN 1915.



MANY PEOPLE DREAM, BUT HOW MANY CAN DREAM BEYOND THEIR LIFETIME? JAMSETJI'S DREAMS WERE REALISED EVEN AFTER HIS DEATH BECAUSE HE WAS A TRUE LEADER. A TRUE LEADER DOES NOT SIMPLY LEAD, BUT BUILDS A TEAM THAT CARRIES HIS MISSION FORWARD, EVEN WHEN HE IS NO MORE. PROMINENT AMONG THESE WERE —



DORABJI TATA

THE TWO SONS OF JAMSETJI TATA. SIR DORABJI TATA, KNIGHTED IN 1910, PLAYED A CRUCIAL ROLE IN REALISING JAMSETJI'S DREAMS AFTER HIS DEATH. SIR RATAN TATA, THE YOUNGER SON, WAS ENTRUSTED WITH JAMSETJI'S DREAM OF DEVELOPING MUMBAI. HE WAS KNIGHTED IN 1916.

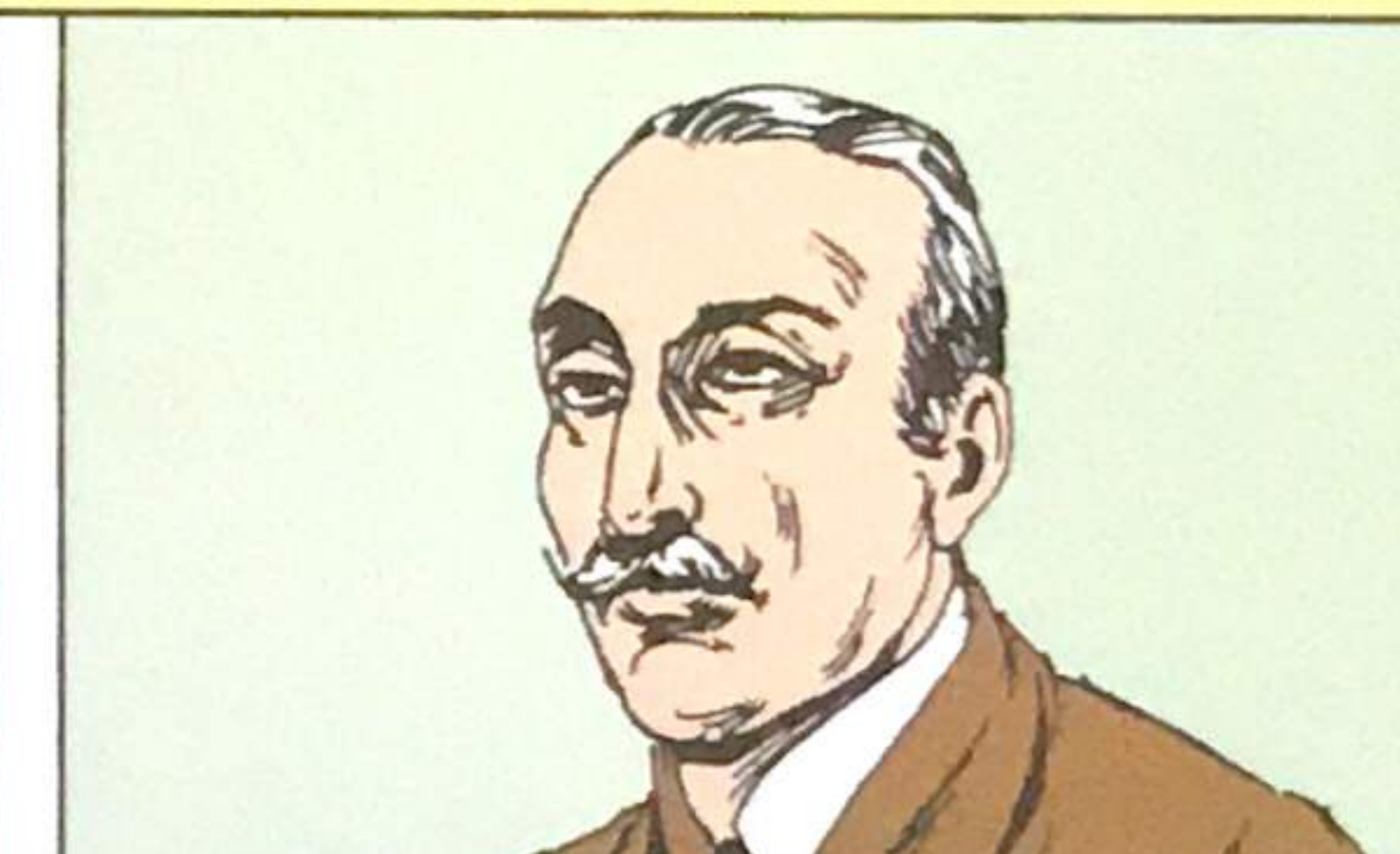


RATAN TATA



BEZONJI MEHTA

A SELF-MADE MAN. EXTREMELY CAPABLE ORGANISER AND MANAGER. HE FREED JAMSETJI FROM THE ONEROUS TASK OF RUNNING HIS MAJOR COTTON MILL, TO DREAM BIG.



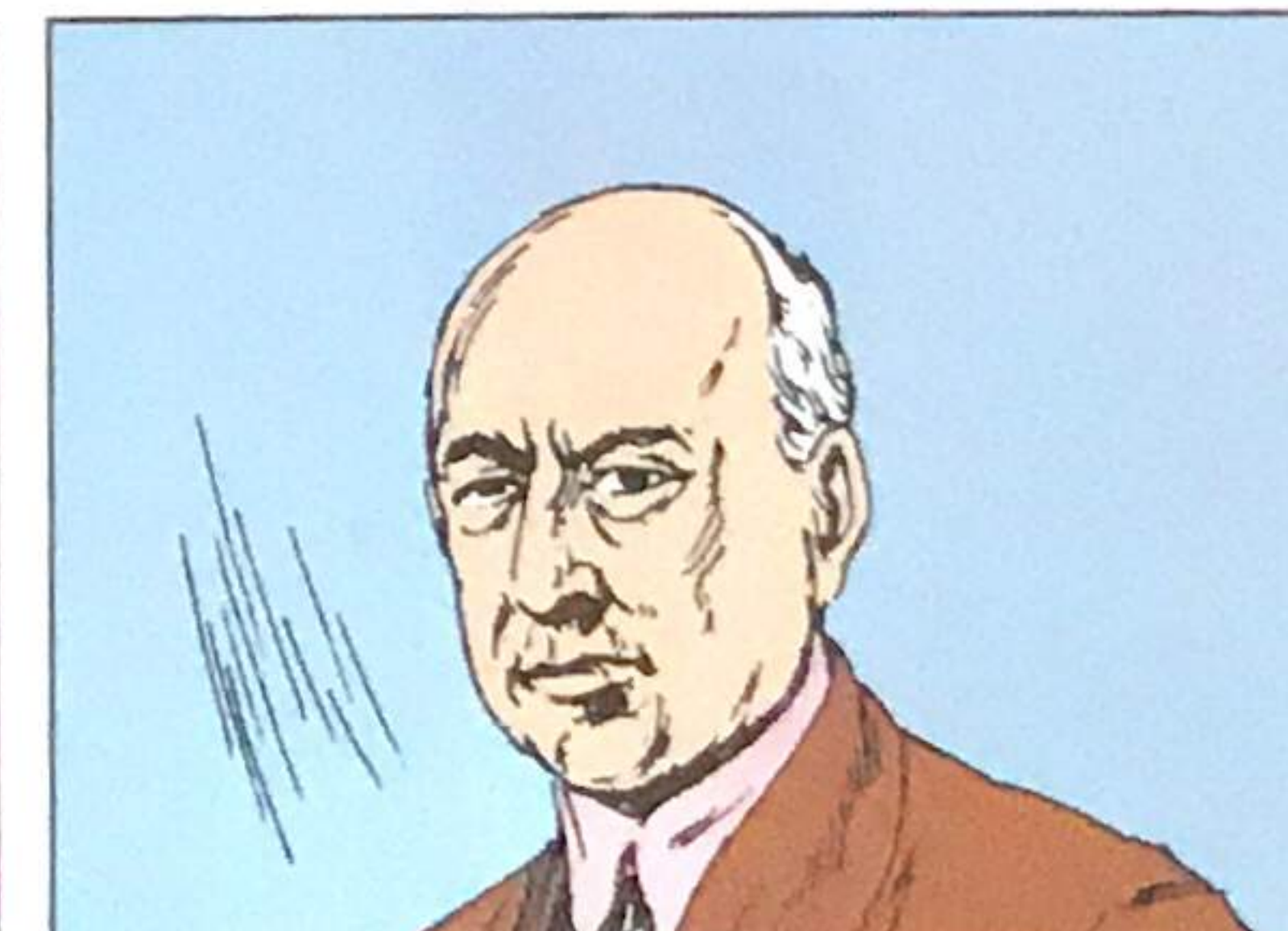
R. D. TATA

JAMSETJI'S COUSIN (MATERNAL UNCLE'S SON AND J.R.D. TATA'S FATHER). A FINANCIAL WIZARD. HE STOOD LIKE A ROCK WITH THE TATAS IN ALL HOURS OF NEED.



BURJORJI PADSHAH

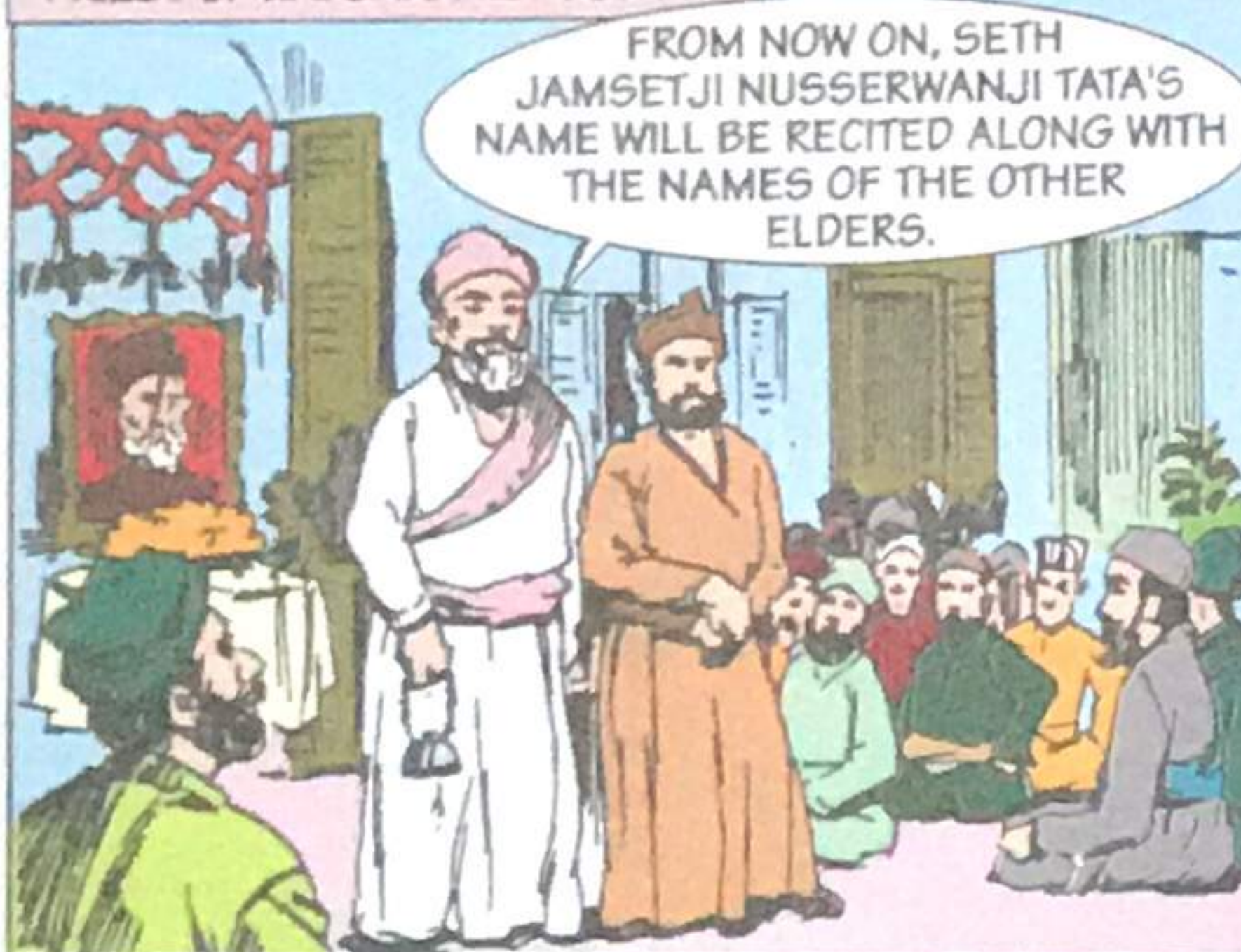
FEW MEN WERE MORE VALUABLE TO JAMSETJI THAN BURJORJI. HE WAS JAMSETJI'S MAIN ADVISOR AND AIDE



CHARLES PAGE PERIN

CONSULTING ENGINEER FOR THE TATA STEEL PLANT. THE KEY PERSON IN GETTING THE PLANT BUILT.

AT HIS UTHAMANA (POST-FUNERAL CEREMONY), THE HEAD PRIEST OF NAVSARI PROPOSED —

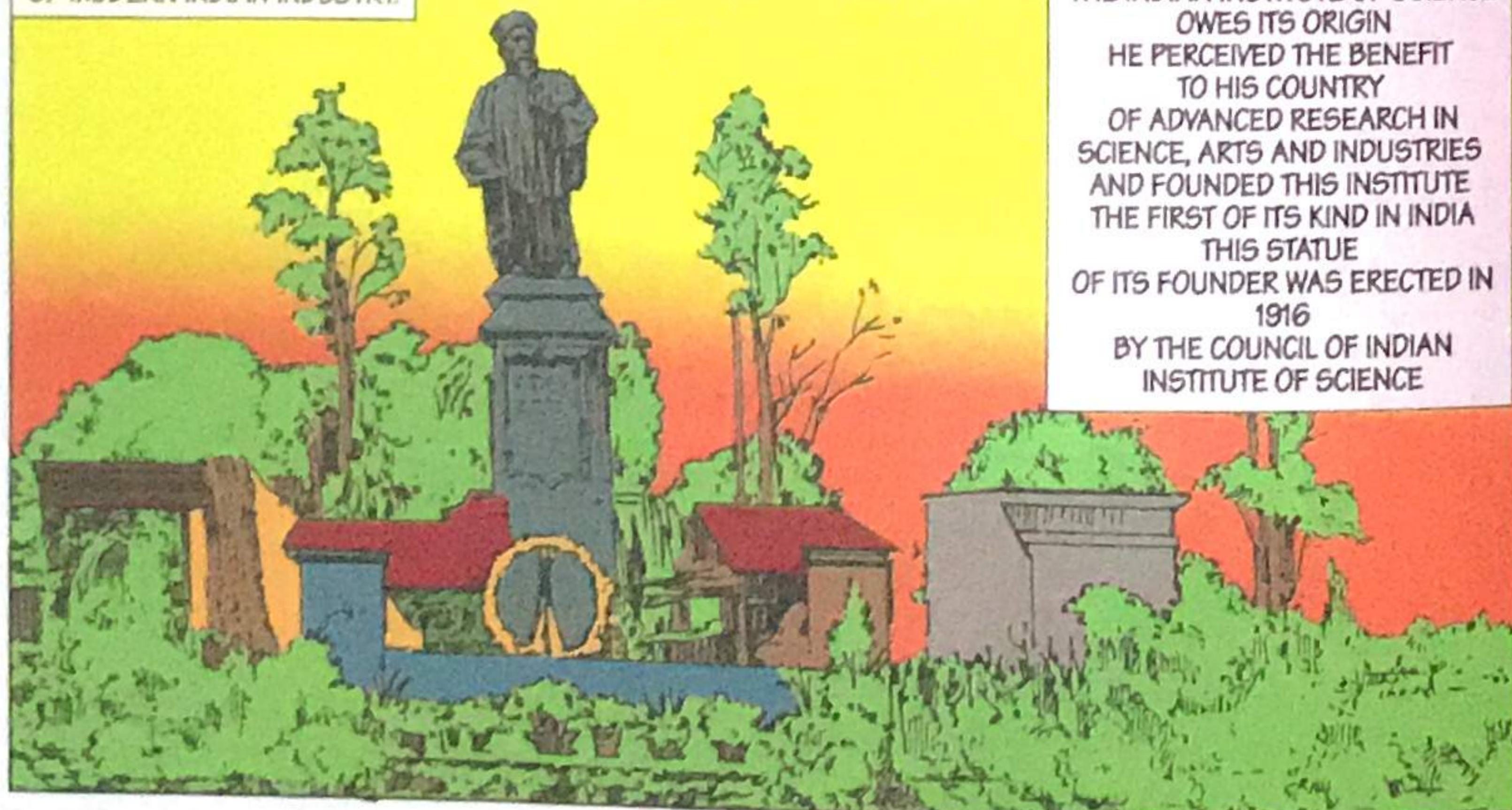


AT JAMSETJI TATA'S MEMORIAL MEETING ON MARCH 28, 1905, SIR LAWRENCE JENKINS, CHIEF JUSTICE OF BOMBAY HIGH COURT, EULOGISED —

WEALTH CAME TO HIM IN FULL MEASURE, BUT HE REMAINED TO THE LAST WHAT HE WAS BY NATURE, A SIMPLE, MODEST GENTLEMAN, SEEKING NEITHER TITLE NOR PLACE, AND LOVING WITH A LOVE THAT KNEW NO BOUNDS THE LAND THAT GAVE HIM BIRTH.



THE GOVERNING COUNCIL OF THE INDIAN INSTITUTE OF SCIENCE, BANGALORE, DECIDED TO ERECT A FITTING MEMORIAL TO JAMSETJI. THE INSCRIPTION BELOW THE BRONZE STATUE OF JAMSETJI TOO PAYS AN APT TRIBUTE TO THE FATHER OF MODERN INDIAN INDUSTRY.



PRABUDDHA BHARATA STARTED BY SWAMI VIVEKANAND WROTE —

THE MAKING OF A PROSPEROUS NATION DEPENDS ON QUALITIES OF THE HEAD AND HEART LIKE THOSE POSSESSED BY MR. TATA. A FEW MORE TATAS COULD CHANGE THE FACE OF INDIA.



JAWAHARLAL NEHRU SAID OF JAMSETJI TATA —



JAMSETJI HAD THE VISION OF AN INDUSTRIAL INDIA, BASED ON FOUNDATION OF STEEL. HE FORMED HIMSELF INTO A ONE-MAN PLANNING COMMISSION AND EMBARKED UPON HIS OWN FIVE YEAR PLAN, AND INDEED EVEN LONGER RANGE PLANS.

WHICH OF THE ACKs HAVE YOU STILL NOT READ?

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Dasharatha
Dhruva And Ashtavakra
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Ganesha
Ganesha And The Moon
Ganga
Garuda
Ghatotkacha
Hanuman
Hanuman To The Rescue
Harischandra
Heroes Of Hampi
Indra And Shachi
Indra And Shibi
Indra And Vritra
Jagannatha Of Puri
Jayadratha
Kacha And Devayani
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Krishna And Jarasandha
Krishna And Narakasura
Krishna And Rukmini
Krishna And Shishupala
Krishna And The False
Vaasudeva
Kubera
Kumbhakarna
Mahabharata
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Nahusha
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The Lord Of Lanka
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The Pandavas In Hiding
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Hiuen Tsang
J.R.D. Tata
Jagadis Chandra Bose
Jamsetji Tata
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How Friends Are Parted
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Stories Of Wisdom
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The Dwarf
The Hidden Treasure
The Magic Chant

The Mouse Merchant
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The Miraculous Conch
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Bimbisara
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Chandragupta Maurya
Chennamma Of Keladi
Dara Shukho And
Aurangzeb

Durgadas
Ellora Caves
Hakka And Bukka
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Harsha
Hemu
Humayun
Jahangir
Jallianwala Bagh
Kalpana Chawla
Kochunni
Krishnadeva Raya
Kunwar Singh
Lachit Barphukan
Lalitaditya
Mangal Pande
Noor Jahan
Padmini
Panna And Hadi Rani
Paurava And Alexander
Prithviraj Chauhan
Raja Bhoja
Raja Raja Chola
Rana Kumbha
Rana Pratap
Rana Sanga
Rani Abbakka
Rani Durgavati
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Rash Bihari Bose
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